

BRADFORD TRIDENT LIMITED

England & Wales · Charity number 1107561

Details

Status Registered

Legal form Charitable company

Company number [04084653](#)

Registered 2005-01-11

Register [View on the Charity Commission register](#)

Contact

Address Park Lane Centre
Park Lane
Bradford
BD5 0LN

Phone 01274768062

Email admin@bradfordtrident.co.uk

Website www.bradfordtrident.co.uk

Activities

Objects: 3. THE COMPANY'S OBJECTS ARE AS FOLLOWS:3.1. THE PROMOTION FOR THE BENEFIT OF THE PUBLIC OF A REGENERATION PROGRAMME WITHIN THE AREA OF BENEFIT BY ALL OR ANY OF THE FOLLOWING MEANS:(A) THE RELIEF OF FINANCIAL HARDSHIP;(B) THE RELIEF OF UNEMPLOYMENT;(C) THE ADVANCEMENT OF EDUCATION, TRAINING OR RETRAINING, PARTICULARLY AMONG UNEMPLOYED PEOPLE, AND PROVIDING UNEMPLOYED PEOPLE WITH WORK EXPERIENCE;(D) THE PROVISION OF FINANCIAL ASSISTANCE, TECHNICAL ASSISTANCE OR 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: (I) IN SETTING UP THEIR OWN BUSINESS, OR (II) 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 HOUSING FOR THOSE WHO ARE IN CONDITIONS OF NEED AND THE IMPROVEMENT OF HOUSING IN THE PUBLIC SECTOR OR IN CHARITABLE OWNERSHIP PROVIDED THAT SUCH POWER SHALL NOT EXTEND TO RELIEVING ANY LOCAL AUTHORITIES OR OTHER BODIES OF A STATUTORY DUTY TO PROVIDE OR IMPROVE HOUSING;(G) THE MAINTENANCE, IMPROVEMENT OR PROVISION OF PUBLIC AMENITIES;(H) THE PROVISION OF RECREATIONAL FACILITIES FOR THE PUBLIC AT LARGE OR THOSE WHO BY REASON OF THEIR YOUTH, AGE, INFIRMITY OR DISABLEMENT, FINANCIAL HARDSHIP OR SOCIAL AND ECONOMIC CIRCUMSTANCES, HAVE NEED OF SUCH FACILITIES;(I) THE PROTECTION OR CONSERVATION OF THE ENVIRONMENT;(J) THE PROVISION OF PUBLIC HEALTH FACILITIES AND CHILDCARE; (K) THE PROMOTION OF PUBLIC SAFETY AND PREVENTION OF CRIME; AND3.2 SUCH OTHER CHARITABLE PURPOSES FOR THE BENEFIT OF THE INHABITANTS OF THE AREA OF BENEFIT AS THE BOARD DETERMINE FROM TIME TO TIME.

Activities: The principle activity of the charitable company during the year was to support local communities in the Little Horton and surrounding areas of Bradford, through neighbourhood management, community development, enterprise coaching, promoting a healthy lifestyle, playwork, pre-school nursery, digital inclusion, bicycle library and delivering the Better Start Bradford partnership programme.

Classification

- **How:** Makes Grants To Organisations, Provides Human Resources, Provides Buildings/facilities/open Space, Provides Services, Provides Advocacy/advice/information, Sponsors Or Undertakes Research, Acts As An Umbrella Or Resource Body, Other Charitable Activities
- **What:** General Charitable Purposes, Education/training, The Advancement Of Health Or Saving Of Lives, The Prevention Or Relief Of Poverty, Arts/culture/heritage/science, Amateur Sport, Economic/community Development/employment, Recreation, Other Charitable Purposes
- **Who:** Children/young People, Elderly/old People, Other Charities Or Voluntary Bodies, Other Defined Groups, The General Public/mankind

Geography

- **Area of benefit:** LITTLE HORTON, BRADFORD OR SUCH OTHER AREA AS THE BOARD MAY FROM TIME TO TIME DECIDE
- Bradford City

Finances

Period end	Income	Expenditure	Assets	Employees
2025-03-31	£7,275,617	£7,759,329	£7,388,207	69
2024-03-31	£9,982,088	£8,924,517	£7,421,921	73
2023-03-31	£8,681,142	£9,039,131	£6,364,349	70
2022-03-31	£8,032,406	£7,876,917	£6,722,159	61
2021-03-31	£7,321,666	£7,123,792	£6,458,320	58

Trustees

Name	Role	Appointed
TAJ SALAM	Chair	
FAREEDA MIR		
Hawarun Hussain		2015-11-26
ISHAQ SHAFIQ		2020-03-10
Imran YOUNAS		2023-05-05
JAVED KHAN		2019-11-11
Mohammed Boota		2024-10-03
Noor Elahi		2022-05-26
Ramen Haire		2017-11-07
SARAH HINTON		
SHAHZADA MEER		
Sadaqat Ali Khan		2015-05-07
Saeed Mohammed Afsar		2025-09-04

BRADFORD TRIDENT LIMITED

England & Wales - Charity number 1107561

Accounts

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2025

Charity Registration No. 1107561
Company Registration No. 04084653 (England and Wales)

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Treasurer	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	(Resigned on 19 February 2025)
	Ms Ramenpreet Haire	Business Director	
	Mr Imran Younas	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	(Resigned on 3 October 2024)
	Cllr Javed Khan	Community Councillor	
	Mr Ishaq Shafiq	Community Director	
	Cllr Noor Elahi	Ward Councillor	
	Mr Mohammed Boota	Community Concillor	(Appointed on 3 October 2024)

Secretary Carlton Smith

Executive Officers Carlton Smith (Chief Executive Officer)
Gillian Thornton (Programme Director Better Start Bradford)

Charity number 1107561

Company number 04084653

Auditor Azets Audit Services
Carlton House
Grammar School Street
Bradford
BD1 4NS

Bankers CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Mailling
Kent
ME19 4JQ

Solicitors Gordons LLP
Forward House
8 Duke Street
Bradford
BD1 3QX

BRADFORD TRIDENT LIMITED

CONTENTS

	Page
Trustees report	1 - 25
Statement of Trustees responsibilities	26
Independent auditor's report	17-19
Group statement of financial activities	30
Group balance sheet	31
Charity balance sheet	22
Group statement of cash flows	33
Charity statement of cash flows	24
Notes to the accounts	35 - 55

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2025

The Trustees present their annual report and financial statements for the year ended 31 March 2025.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's memorandum and articles of association, 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 2015)"

Headline Summary

It has been a year of consolidation for our services with no major changes during the year. The focus of innovation has been on upgrading building fabric and systems to continue our greenhouse gas emissions reductions, energy saving and associated costs saving for the operation of the estate and services.

The year has seen the Adversity Trauma and Resilience workforce training provision re-contracted for a further four years, as well as Better Place and Family Support service extended for a further year.

Our projects have once again benefited from both our dedicated and talented staff team and the greatly appreciated support of our 177 volunteers, who have gifted 2,623 hours of their time. We have sustained our wide range of community services through a testing time of rising costs and lower government investment.

Our services and activities were accessed by 31,360 local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports Centre and Active Travel Hub) to the old and very old (Healthy Lifestyles). Trident are proud and delighted that the diversity of our users closely reflects in the diversity of our neighbourhood.

Climate Action

On 26 August 2021 the Trident Board unanimously committed to recognising that climate change poses a threat to the economy, nature and society-at-large, Trident commits to take action immediately in order to:

- Halve our greenhouse gas emissions before 2030
- Achieve net zero emissions before 2050
- Disclose our progress on a yearly basis

In doing so, we were proud to be recognised in 2021 by the United Nations Race to Zero campaign, and join governments, businesses, cities, regions, and universities around the world that share the same mission.

Trident has publicly made the above commitment via the SME Climate Hub. For the period our Equivalent Carbon Dioxide equivalent estimated emissions were 321.7tonnes (138.6tn 2024) using the Equipoise Small business carbon calculator. Please note we previously used the Normative Business Carbon Calculator*, both have been provided by the SME Climate Hub. The 321.6tnCO₂e is made up from Scope 1: 139.2tnCO₂e (43%) (12.2tnCO₂e 2024), Scope 2: 64.0tnCO₂e (20%)(68.2tnCO₂e 2024), and scope 3: 118.4tnCO₂e (37%) (58.2tnCO₂e 2024), emissions. The 40% scope 1 and 2 reduction on the 2022 baseline has been achieved through the milder winter, an increase in % contribution of renewables to the UK Electricity grid, installation of more LED lights and movement sensor switches in communal areas, enhanced building insulation and steadily increasing onsite renewable electricity generation combined with battery storage. Trident has ratified its Greenhouse Gas emission reduction plan and is implementing further enhanced building fabric improvements and low-carbon technologies over the coming 2 years.

*The change of carbon calculator from Normative to Equipoise has resulted in a markedly different trend for our scope 1 emissions (a degree of magnitude difference). As our gas consumption has steadily decreased by approx. 10% a year, we conclude that the 2023 and 2024 scope 1 figures are probably incorrect by X10 (i.e. ten times underreported) and the 2025 figure is likely a much truer reflection of associated emissions.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Objectives and activities

Bradford Trident supports the Charity Governance Code and is working towards implementing the seven principals across the charity.

The purpose of Bradford Trident Limited is the promotion for the benefit of the public of a regeneration programme within and around BD5 by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- (d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need;
- (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 or improvement of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or
other bodies of a statutory duty to provide or improve housing;
- (g) the maintenance, improvement or provision of public amenities;
- (h) the provision of recreational facilities for the public at large or those who by
reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities;
- (i) the protection or conservation of the environment;
- (j) the provision of public health facilities and childcare;
- (k) the promotion of public safety and prevention of crime;

and such other charitable purposes for the benefit of the inhabitants of the Area of Benefit as the Board may determine from time to time.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

From community consultations, dialogue within our local networks and forums and discussions of the Board and other stakeholders the Bradford Trident **aims and activities** for the BD5 area have been agreed as:

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Coaching service (Build Your Business) Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Adversity, Trauma and Resilience Workforce Development Digital Inclusion support Bike Library / Active Travel Hub
Improve health and wellbeing	Health and Wellbeing programmes (CLICS) Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery Bike Library / Active Travel Hub
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council Bike Library / Active Travel Hub
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes Better Place programme

The BD5 and surrounding area continues to be characterised by health inequalities, below average educational attainment and below average employment rates, particularly for younger people, and income deprivation affecting older people and families with children. Our programmes are designed to address these issues.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

By delivering against these objectives Bradford Trident will contribute towards it's legal purpose of the regeneration of the BD5 and surrounding area. Measurers used to assess success include: building usage data, nursery attendance and child development assessments, improvements in children's outcomes (social, emotional, language, environmental), progression through the healthy lifestyles journeys, sport centre activities and usage, community action days and volunteer numbers and hours, bike loans and training delivered (courses, attendees), enterprises supported and jobs created.

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)*
Community Hubs	6.14	21,277	672(8.3%)
Core functions (inc' Overheads)	3.90	-	298(3.7%)
Community Development	0.10	100	26 (0.3%)
Community Council	0.00	-	20 (0.2%)
Healthy Lifestyles	2.02	161	96 (1.2%)
Play (activity support)	0.22	206	8 (0.1%)
Parkside Sports Centre	1.67	665	104 (1.3%)
Bike Library + Active Travel Hub	0.50	538	7 (0.1%)
Park Lane Preschool	2.91	26	97 (1.2%)
Digital Inclusion support	0.08	406	8 (0.1%)
Better Start Bradford	22.57	3,384	6,256(77.3%)
Enterprise Coaching	1.20	36	229 (2.8%)
Better Place	2.86	3,505	174 (2.1%)
Adversity, Trauma and Resilience Workforce Development	2.36	1,056	99 (1.3%)
Total	46.53	31,360	£8,094

*from management accounts

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 64 staff (47.4 Full Time Equivalents), 49 (37.0 FTE) are engaged in project/service delivery and 15 (10.4 FTE) are busy with core functions and facilities. In other words 22% of charity energies are involved in running the charity and its assets, 78% is spent on delivering community services.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library/ Active Travel Hub and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 177 volunteers and their 2,623 hours of volunteered time. Using the UK Living wage (£12.00) as the going rate this equates to £31,476.

Programme (Activity)	Nos. of Volunteers	Vol' hours
Better Start Bradford (activity support)	23	69
Community Development (community activism)	92	344
Bike Library / Active Travel Hub	3	502
Digital Inclusion support	0	0
Preschool Nursery	4	924
Enterprise Coaching (BYB)	0	0
Better Place	21	44
Community Buildings	0	0
Parkside Sports Centre	8	305
Healthy Lifestyles	11	366
Play (activity support)	1	12
Trustees (strategic direction)	14	57
Total	177	2,623

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Strategic Report

Achievements and performance

Cost of Living Response

The cost of fuel bills has almost returned to post-Ukraine invasion prices, the wider cost of living increases continued to affect food, housing and data poverty. Essentials for families across our neighbourhood remain prohibitive for many. Trident continues to marshal resources to assist:

- Family Crisis Support and food hub at Parkside funded by Community Partnership 6 (Core20Plus funds)
- access to IT equipment and data to enable residents to access online services thanks to the Good Things Foundation and HMRC,
- provision of free play activities for our very young and young families.

The measures put in place have assisted many hundreds of households, but the demand continues to exceed our available provision.

Trident's Board of Trustees salutes the adaptability and dedication of its staff team and resilience and comradery of our communities throughout these still testing times. The generosity and support of local funders and those that have made available resources has been invaluable.

Better Start Bradford (BSB)

BSB's vision is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme has achieved this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and by sharing lessons from this to promote wider change. During this ten-year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development into mainstream statutory funded provision.

The delivery of the final phase of the programme has largely focussed on sustainability, embedding learning, system change and having an impactful closure. In addition, we have continued to change the way that our partners work together to support families by supporting our children's workforce with their understanding and skills in this area and by collecting and analysing data that will ensure commissioning is driven by evidence of what works to improve outcomes for Bradford's children. We have continued to strategically influence policy work at a local, regional and national level and are proud that several of our services are now embedded with the government's Start for Life programme. Our governance has been built on a model of full and equal partnership with our local community, and we are pleased that our legacy will continue through the work of the local Hey! Funded groups and our commitment to supporting grass-root groups through our legacy consultancy work with Community Action Bradford & District (CABAD)

This year, we have had to say goodbye to several colleagues following our re-structure and in preparation of the extension period (April – December 2025). We continue to share and embed our learning with systems, processes and people and look forward to celebrating our successes with our community and partners as we prepare for our major 2-day conference in October, where our learning and impact will be shared.

Sustainability and Governance

Better Start Bradford Legacy Consultant contract with CABAD was mobilised to:

- Establish the views of a wide range of stakeholders through engagement, consultation and research
- To scope possible futures based on existing work and programme aspirations
- To develop an options appraisal and an implementation plan.

CABAD presented all stakeholders with four workable options following a three-month period of engagement with 189 stakeholders who were asked to vote for their preferred legacy option. Phase two of the legacy contract was approved in February 2025 to involve renewed partnership work, impactful closure and mainstreaming across systems, organisations and agencies. Additional planned activities included Social Venture School, governance support and bid writing mentorship.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Projects move into Local Authority Start for Life - Six projects have successfully transitioned from the Better Start Bradford programme into Start for Life and are firmly embedded within the wider system. Our contract with Bradford Council for these projects ended as planned on 31st March 2025 and appropriate handovers were completed as required.

National Baby Week Movement – this has increased from 14 national sites being involved last year to 24 National Sites for Baby Week 2025. We are on track with our transition of Baby Week to Public Health. Public Health will lead on co-ordination of the Baby Week campaign and ongoing engagement with partners will be key to making it sustainable for the future. The baby week steering group is being reconvened, and the plan is that a post will be funded within Public Health to oversee the transition, subject to approval by the National Lottery Community Fund

The Innovation Hub/Born in Bradford team were successful in their bid to the [Wellcome Trust](#), allowing them to follow up the children in the BiBBS cohort for another eight years, into middle childhood. This will also help to assess the longer-term impacts of Better Start Bradford, as well as the cost-of-living crisis on families and the impact of Covid.

Talking Bradford Pathway Lead – The role commissioned by Better Start Bradford has been appointed and will sit within Bradford District Care NHS Foundation Trust. This partnership role will involve working across the children's system (health, education, care, VCSE) to refine, develop, complete and embed the Talking Bradford pathway.

Website - The Better Start Bradford website is now well on its way to becoming a 'legacy' site – a record and celebration of Better Start Bradford's journey, achievements, impact and knowledge. Over 100 resources are available with clear signposting information for families.

Review of the Programme Governance Structure – The Better Start Bradford governance structure was streamlined to merge the existing Partnership Board with both the Strategic Reference Group & Commissioning Advisory Group.

Legacy Groups

As part of the delivery of the final phase of the Programme, three legacy groups were established as follows:

- **Programme Closure**
- **Stakeholder Engagement**
- **Embedding Learning and system Change**

The groups meet fortnightly to work towards key milestones on the action plan and timeline of activities. The work of the legacy groups is aligned with the legacy consultant contract.

The Programme Closure group has a comprehensive closure plan and programme closure risks are being reviewed weekly. The contracts register is being updated regularly, and all programme resources and assets have been mapped. Data controller/data sharing responsibility and document retention guidance has been shared with all projects past and present and discussions are taking place with Bradford Trident regarding responsibilities post December 2025. Project Impact reports are being designed, and arrangements have been agreed with a local I.T. charity called Solidaritech to repurpose old and broken-down laptops.

Stakeholder Engagement Group - Following meetings with partners regarding renewed partnership work led by CABAD, a proposed First 1001 Days Innovation Partnership is being developed. There has been good interest across the board from different system partners to join the partnership. Aggregated data has been received from the Innovation Hub and is being reviewed by the Better Start Bradford leadership team.

Embedding Learning and System Change legacy group - A full legacy, learning and system change plan has been developed with specific working groups, outputs, deliverables and milestones, including Legacy Learning Packages for stakeholders, toolkits, 5 podcasts, webinars and a 2-day conference on 15th & 16th October.

Impact from Projects, Stakeholders, Events and the wider BSB Programme.

The Better Place project has transformed 50 parks, nursery school sites and green spaces in the BSB areas with toddler-friendly equipment, green pollution screening and tree planting. Their commendable performance attracted further funding from Natural England to deliver Better Place until March 2025. Discussions are underway to identify further support for Better Place after the contract ends in Nov 25 and options for a short-term extension are being explored with the National Community Lottery Fund.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Health for All were successful in their bid to host the Perinatal Project Administrators (PPA) role, funded by Start for Life and to be delivered within Bradford Maternity Services. To have the PPA role embedded within the wider district was a significant legacy for the BSB programme.

Born in Bradford Better Start (BiBBS) extension - The National Lottery Community Fund agreed to fund an extension to support 3 years further evaluation work with the BiBBS cohort by the team at Born in Bradford – BiBBS Achieve to enable the matching of routine data with the cohort children as they start school.

Student Placements – 24 first year pre-registration midwifery students were offered a one-week specialist placement with BSB to learn about prevention, early intervention and the first 1001 days.

The second year of our partnership with the **Ambition Hub at Bradford College** allowed more Early Years students to access the Live Learning Opportunities and other knowledge sharing events with BSB.

Baby Week Bradford 14-20 November 2024 – last year's theme was 'play' and more than 1750 individuals (parents/carers, children and early years workforce) took part in over 30 free events.

Shared learning/Legacy joint webinars – The Better Start Bradford Innovation Hub collaboratively hosted three webinars to share the impact and findings from BSB project evaluations and early life interventions, alongside research from (BiBBS). Over 100 people attended.

149 people attended the **HABIT (Health Visitors Delivering Advice in Britain on Infant Toothbrushing) webinar** with colleagues from ARC (Applied Research Collaboration Yorkshire and Humber). The Impact and lessons learnt from the testing and implementation of HABIT within MESCH (Maternal Early Childhood Sustained Home-visiting) and early years settings were shared as well as future knowledge and dissemination work.

Little Minds Matter were 'Highly Commended' in the **HSJ Awards 2024: Early Intervention and Prevention for Children, Young People and Families Award**, but were pipped to the post by another project within the ABS programme.

Celebrating 10 Years of A Better Start – The BSB team delivered a presentation on the HEY!

Over 140 adults and children joined us for the **Hey! Fund Celebration Event at Life Centre on 5 February** to celebrate the success of the Parents in the Lead Fund and Happy Early Years (HEY!) Fund over the years.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025



[HEY! Fund participants celebrate projects at Life Centre
Bradford Telegraph and Argus](#)

Local, Regional and National Policy Work

Early Years Prevention and Start for Life – The A Better Start (ABS) Programme Directors submitted a joint letter to the new Government identifying key priority areas for policy around early years and prevention based on ABS learning. It also referred to Start for Life and the need to have continuity whilst planning for new approaches.

ABS Directors met with the Department of Health and Social Care to feed into the Health Visitor review where they talked about the models of health visiting in their respective areas.

The ABS Directors met with some of the members of the **Early Years Funders Group** – large charitable trusts and foundations and entrepreneur benefactors who have a particular interest in supporting early childhood projects and learning from delivering a large strategic programme.

Education Alliance for Life Chances (EALC) – BSB continue to be active in EALC and have supported the £5m bid to the National Lottery UK Fund for their Act Locally work to ensure the voice of early years children and parents is included in planning and partnership work, for example submitting evidence to the Child of the North report.

Healthy Children and Families Board - BSB has one of the 2 VCSE places on the Healthy Children and Families Board which will allow us to continue to have influence on early years prevention and early intervention. It does require us to also **advocate** for VCSE involvement in planning services for children and families.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Community Buildings Management

The three Neighbourhood Centres carried very good occupancy rates (93% combined) and sustained excellent retained tenant business.

A threefold strategy continues to control our costs:

- Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.
- Maintaining competition between contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.
- Strategic assessment and implementation of appropriate technologies to improve long-term functionality and efficiency of the buildings.

Trident has continued replacing its space and hot water heating needs from fossil fuels (gas boilers) by low-carbon technologies (heat-pumps); Air Source Heat Pumps have been installed at Parkside Sports Centre with a similar installation planned for Park Lane Centre during 2025. We are closely monitoring Parkside to learn lessons for our other buildings and to optimise efficient use of the new technology. If successful, we aim to replicate it at our other sites to further reduce our carbon emissions and costs. This strategy compliments our Solar Photo Voltaic Arrays at: Park Lane (28.2 kWp), Mayfield (30.0 kWp), Woodroyd (26.4 kWp) and Parkside (56.1 kWp) which supplied a combined annual yield of 75.9MWh for the period. Moving to solar has already given us some protection from energy price increases and started lowering our carbon emissions at each of the sites.

The Mayfield Centre is well established and has now been open for over 18 years. It has 95% average occupancy rate and is mainly home to our community organisation tenants. The local community use the centre for a range of activities. 15,042 people attended functions at the Mayfield hall and meeting room events.

The Park Lane Centre is also performing well with 87% average occupancy rate. We've had success with small organisations moving into the centre and then expanding to take on extra space on-site or at our other sites. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. 6,235 people attended functions at the Park Lane hall and meeting room events.

The Woodroyd Centre as a key medical site delivering its services to the local community with NHS staff delivering GP consultations, Community health outreach plus our food hub on-site. The Woodroyd Centre had 98% average occupancy. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community.

A rear extension at the Parkside Sports Centre has provided the sports hall with a large easy access equipment store. The sports centre has also benefited from installations of 56 kWp solar array, LED lights throughout, Air Source Heat Pump and battery facilities and upgraded digital connectivity. The improvements make the centre more economical and easier to operate. Promotion work has encouraged more women and girls and mixed-ability athletes to enjoy the centre.

With over 70% of events and bookings coming from our BD5 area and the diverse range of services that our tenants provide; services that include; Counselling that supports young people, families, individuals and couples, support for adults with learning difficulties, support for best practice in Pre-schools, Playgroups and Parent & Toddler groups, Children's Tuition, Adult Skills and Education, Debt and Benefit advice and Community Health; there is a positive impact in the BD5 area which we are proud to be involved in to improve the lives of people in the area.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Parkside Sports Centre

During 2024/25 Parkside has focused on building and establishing new sports groups. We now have some new organisations/groups using the centre as well as retaining all our existing groups and so have more users this year than ever before.

The timetable for women's/girl's multi sports classes has grown to 9 sessions per week. The group successfully apply for funding for their sessions with support from Healthy Lifestyles team and this has given the women more confidence to apply for other small pots of funding. Parkside has also offered educational courses (Health and Social care), sewing classes and mums and tots' sessions as new additions. We continue to work closely with Reed Wellbeing to deliver their Diabetes prevention work and host an average of 4 sessions a week.

We continue to work with Yorkshire Cricket Foundation and host their women's winter cricket league, which has now grown to a West Yorkshire indoor league, increasing participation with women's teams taking part from across West Yorkshire. Grace Pearson, Yorkshire Cricket Board's Head of Women and Girls, gave Parkside a special mention in their final's day programme. Highlighting the great service they received from the Parkside team. We also continue to host the women's summer netball league, who have again booked for next year after giving some fantastic feedback on the service they received.

Our work with local young sports coaches has continued through the year, enabling them to use the centre to deliver sports sessions for children, in school holidays. This has resulted in greater numbers of children attending the sessions and parental awareness that these sessions are a regular fixture, through every school holiday.

The new Lighting in the sports hall has been welcomed by users and especially the Badminton clubs. Badminton has now become the most regular played sport at Parkside with over 12 hours played every week. Over the year we have successfully run two Badminton tournaments as well as our annual Christmas day Badminton Tournament, which saw teams from as far as Nottingham enter and was a huge success.

We have worked with the local Neighbourhood Policing Team who have delivered a contact point at the centre as well as community meetings with local residents. We have worked with the NHS to deliver, health checks, wellbeing information sessions with the women's multi sports groups.

Parkside team have welcomed some new Individuals, groups and organisations, running sessions at Parkside including:

Organisation/group	Session Details
NHS	18-week wellbeing rehab sessions
Club Ekta	Delivery of their HAF programme, during school holidays.
Kick Boxing session	Every Saturday 11am – 12pm
Women's Netball	New session on Thursday evenings 7-8pm
Capital of Cycling	Deliver Women's Cycling sessions on Mondays
Police	Contact Point and Community engagement
New Badminton Clubs	New regular Badminton clubs, regular bookings
New Watch me grow, mums and tots' group	Delivered sessions every Monday, with external funding.
Pathway	Delivered a Level 3 Health and social care course
Dragons Basketball club	Delivering new sessions on Thursdays 5- 7pm
Youth Service Girls session	Delivered on Tuesday evenings for girls only.
Park Aspire	After school club
Yorkshire Cricket Foundation	Women winter cricket league, 60+ women played in the competition weekly for 10 weeks

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

New Horizons	Working with Special needs Clients using the upstairs space 10am till 3pm Mon-Fri and 12pm-3pm Saturdays and Sundays
Home schooled girls	Sports session every Tuesday 10-11am
Job Centre	Delivering help with Universal Credit benefits and help to find work. Every Wednesday 12pm-2pm
Arabic School	Arabic School Mon – Fri 40 children attending each day
NAFS	Women's Exercise sessions for up to 20 women on Tuesday, Wednesday.
Theory Test	Theory Test learning session on Friday for up to 10 women
Reed Wellbeing	Multiple Diabetes prevention Courses with 15-20 people attending each session.
Women's Multi Sports	Multi sports sessions every Monday and Thursday.
NHS	Women's Health session 15 ladies in the sports hall balcony.
Bradford Trident	HAFS sessions for 20 children over 1 week Christmas, 1 week Easter and 4 weeks summer.

Funding continues to be secured from the Holiday Activities and Food (HAFS) programme for activities delivered through August for 20 children daily for 4 weeks. Provision included: Arts and Craft, age-appropriate education work sheets and food ingredients, for families to cook together at home and enjoy family meals together.

Support for families continues with food vouchers, working with local organisations such as Bradford Community Kitchen and BCADS, support has extended to more than 50 families over the summer months and another 20 over Christmas.

Special thanks goes to our 8 Volunteers for their hard work and their 305 hours of their time and energy.

We continue to have parking issues in our carpark, with cars continuously being left in the car park for days. We need to find a long-term solution to this ongoing problem at Parkside.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Better Place

Better Place aims to engage families with children under the age of four, as well as expecting families, in nature-based activities across local parks and green spaces. Our vision is to help these families build a deeper connection to nature, foster a sense of ownership and pride in their local green spaces, and support the development of essential life skills through playful outdoor experiences.

By focusing on community inclusion, sustainability, and early years engagement, we make nature more accessible and enjoyable for everyone—especially those who might face barriers to participation.

Better Places delivered 216 sessions across the Better Place sites, reaching and inspiring a total of 3,505 families. These sessions included a wide variety of activities designed to bring people closer to nature, connect with one another, and build confidence in outdoor environments.



A particular highlight was our two Pop-Up Farm events held at Bradford Moor and Bowling Park. These were incredibly well-received by the community, offering a hands-on farm experience in urban green spaces. Due to their popularity, other organisations have begun replicating the family event with our support.

We also hosted a Lantern Parade at Horton Park, with a “Pond Life” theme. This magical event brought families together to celebrate creativity and light, and we provided 150 picnic boxes so attendees could enjoy a shared meal outdoors as part of the celebration.

We also facilitated family trips to inspiring and nature-rich locations including:

- Yorkshire Sculpture Park
- Brimham Rocks
- Tong Garden Centre
- A special Dads and Tots Day at The Big Swing

One of the achievements of the year was our partnership with The Big Swing, where we collaborated on the first-ever trial of their *risky play playground* for children under five. This was a significant success, leading to the introduction of a weekly under 5s session, which continues to thrive.

Throughout the year, we listened closely to our families and responded to their needs. One of the most effective changes we implemented was providing transport support, including covering taxi costs to help families attend events further afield. This ensured greater accessibility for those who might otherwise be excluded due to financial or logistical barriers.

By bringing families into green spaces and offering engaging, inclusive programming, we have:

- Strengthened community bonds

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

- Encouraged long-term ownership and care for local parks
- Helped young children and their caregivers feel more confident in nature
- Inspired similar initiatives in the wider community

To celebrate and reflect on everything we've accomplished, we produced a legacy film capturing the transformation of sites and the joyful moments shared by families over the past few years.

YouTube: Come Outside: A Better Place Film https://www.youtube.com/watch?v=R_gD7pCjzCw

Park Lane Pre-School Nursery

As a single room nursery with outdoor play space based at Park Lane Centre in the heart of Little Horton, we have space for 32 children but had 26 attending this year.

Our OFSTED inspection took place on 11th September 2024. The overall effectiveness in all areas was rated as GOOD. We are very happy with the inspection and the report was full of positive feedback from the inspector. The report highlighted how our new starters settle very quickly. Independence is encouraged from the moment children join. The quality of education is good and delays in children's learning is identified early. Children prepare for life in modern Britain through being tolerant and accepting of each other's beliefs. Positive images that portray different family structures, disabilities and cultures are everywhere in the nursery and staff help the children to celebrate their own uniqueness. Leaders and staff are committed to providing high-quality care, staff turnover is low, and language development is a key focus in the nursery.

To further improve the quality of our provision the inspector identified targeted plans need to be put in place before children join the nursery and we should limit background noise during focus activities. The arrangements for safeguarding are effective. There is an open and honest culture around safeguarding which puts children's interests first.

Nursery staff enjoy regular training and development opportunities. Children's development is a priority with a busy programme of celebrations, activities and visits engaged the children and their parents throughout the year. Baselines for the new children have been completed. Practitioners have discussions with parents about their children's progress. Children are making progress in all areas of learning.

Key workers create individual plans which are specifically aimed to meet the needs and interest of their child. This is done through regular observations and assessments. Staff make sure children have challenging activities prepared to support their learning style.

The Nursery benefited from funding from mission Christmas Radio Leeds. Which was applied to gifts for nursery and playgroup children. The playgroup also benefitted from happy Early Years Funds of £2,350 to purchase toys.

Volunteers, Students, and Support Assistants (four in total) are greatly valued in the nursery and play an important role in interacting with children. We appreciate their help, and they make a huge difference as they provide resource to enable more work with some of the children on a 1:1 basis.

Parents have been attending the weekly Tuesday stay and play sessions for two hours. This has helped to make links with the wider community and work with babies and children who are on the nursery's waiting list ready to start nursery. The parents, babies and toddlers have been enjoying a wide range of activities in the hall. Learning Alliance regularly visit and deliver story sessions and rhyme time. Learning Alliance have also supported world book day and brought 35 new hardback books for nursery and playgroup children.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Community Development Activities

Using an asset-based community development approach, Bradford Trident delivered a range of activities to support our communities. Community Development work supported:

- We worked with partners from all sectors including the statutory, voluntary, faith and charitable with a view to co-ordinate services to combat local issues and support community needs.
- Developed and secured funding of £750 for a community interfaith campaign entitled CARE (Community Action Reaches Everyone), to encourage and mobilise the community to report issues such as drug dealing, crime, anti-social behaviour and fly tipping.
- Supported 3 community organisations and 2 CASCs with funding bids, advice and guidance on project development, function and governance.
- Worked with statutory services and the VCS in co-organising the "BD5 In Bloom" garden and green space competition. The project had 60 submissions of gardens and green spaces with an awards ceremony that over 100 people of all ages attended.
- Supported "Parent Power" a volunteer development national charity supporting children with GCSE tutoring with governance and bid writing. Assisted the group in securing space in kind from Dixons Trinity Academy in BD5 to deliver extra-curricular support to children with GCSE examination preparation.

The resulting active and effective local associations led to a greater range of meaningful activities generating community pride.

Rahilla of Parents Power said: *"your advice and guidance has been invaluable in helping us develop support for those on GCSEs, we would never have achieved this without you."*

Bike Library and Active Travel Hub

BATH aims to: increase awareness of the advantages and benefits to health and the environment gained through sustainable travel; by ensuring active travel is the natural first choice for local transport, by habit, convenience and enjoyment.

- BATH maintained the fleets of bicycles for 2 primary schools. 195 children including Special Educational Needs children benefited from the use of bikes with an accumulative usage of 1170 rides within the schools.
- Secured donations of 18 bicycles, co-repaired and maintained 147 bicycles, had 594 loans of bicycles via activities in partner organisations and primary schools such as Bikeability and Learn to Rides and involved a total of 3 volunteers with an accumulative time of 502 hours.
- BATH has had a total attendance of 343 participants, involved in a total of 686 hours of cycling related training especially women from minority communities.
- 11% Learned to ride, 69% of participants completed beginner and level 1 cycle skills training and 20% have completed level 2 cycle training making them confident to cycle on the roads and for utility purposes.
- We loaned our eBikes to 9 users who travelled an accumulative 912 miles.

Ludmilla commented after Level 2 gaining confidence on roads; *"Thank you so much ladies. I am becoming confident that soon I will cycle on the main roads. I learned so much."*

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Digital Inclusion

Through extensive work with partners the project has continued its work on digital inclusion with support from Good Things Foundation, including:

- Free Public Wi-Fi access – 100s of users, tenants and visitors of our centres have benefited from accessing our free public Wi-Fi.
- Successfully secured continuation funding from the Good Things Foundation's "HMRC Advice and Guidance Fund". A further 3 year programme to provide support with HMRC digital services to a range of digitally excluded HMRC customers.
- 342 people were supported with HMRC guidance support which included support with benefits, tax and HMRC issues including digital support. This includes; 194 that received HMRC guidance support for benefits, tax and HMRC issues, 140 supported with data sims and 8 people supported with digital education.
- Delivered 9 "Digital Drop In Sessions" which supported 64 people with digital education and support to alleviate digital poverty.

Healthy Lifestyles Project and Central Locality Integrated Care Service (CLICS)

Aim of the project:

Engage, inspire and assist individuals to increase their physical activity, adopt a balanced and varied diet.

Assist individuals to build social connections, reduce isolation, promote good mental health.

Support the community with the cost-of-living crisis.

Develop links and working relationships with other agencies.

Activities:

- Seniors lunch club: 30 on the register, on average 25 attendees per week over 49 weeks.
- Ladies Group: 36 on the register, on average 22 attendees per week over 46 weeks.
- Wellbeing café: 30 on the register, on average 23 attendees per month, over 12 months.
- Food Hub: 55 + attendees per month. 660 over a 12-month period.
- Tea and Talk: MIND mental health support session: fortnightly: average 5 attendees per fortnight, 7 sessions from launch in January 2025.

Outcomes:

The various sessions support many of the most at-risk individuals in the community.

We have increased social interaction, the development of support networks.

Less reliance on statutory services.

Improvement in mental health and stress management.

Improvement in diet, shopping for health.

Education around processed foods.

Increased levels of exercise.

Training and support for volunteers.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Challenges and how solved:



Lack of support from the social prescribers for our area.

We now have new contact numbers for HALE and hope to make new connections.

Funding for the various sessions to continue.

Funding bids in place for new projects.

Covering all requests for the community to develop new sessions.

Actively encourage individuals with support to develop their ideas.

Recruitment of volunteers.

Use of social media, website, Job centre and BD5 Magazine.

The Ladies Group: Duncan the artist with BFD25 City of Culture.

Producing creative artwork with the ladies group.

Quote: "I look forward to coming to the Wednesday Ladies group. For a few hours I can forget my problems. I have made new friends and enjoy a chat. When I go home, I feel refreshed."

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Community Play Partnership Development

Weekly free play sessions from the Play-pod were established in April 2023 at Parkside Park and have reached 200 children throughout the year. During 24/25 a sessions were run on Saturday mornings and Wednesday afternoons. In the coming year we are planning to add additional sessions in collaboration with different organisations working in BD5 and are encouraging volunteers from the area to establish their own play sessions. Play Forum meetings have support co-ordination of play related activities and initiatives in the area.

Enterprise Support

The Trident Enterprise coaches delivered enterprise support to 36 entrepreneurs over the three years of the funding, with 29 companies being established (41% of the target) and 7 established business receiving support (50% of the target). It is known that at least 11 business serviced their first year of trading. Overall, the programme achieved 89% of target for New Business Creation (n= 141 of 159) and 95% of Existing Start-up Business Support (n=40 of 42).

A good working relationship was established with Impact Hub Bradford and a steadily improving relationship was maintained with CBMDC oversight team/commissioners.

The first year saw the retirement of Trident's long-standing enterprise coach, and his hours were transferred to the remaining two part-time coaches. Trident coaches provided the most stable workforce providing consistent enterprise support throughout. However, our numbers were the lowest of the partnership measured proportionate to Full Time Equivalent, even though we had strong ties with University of Bradford and Bradford College. This is probably a reflection of the low ambition and low academic attainment base of our focus area (Little and Great Horton).

Overall, the programme is considered to have been a success and gained very favourable feedback from those that benefitted from the support, advice and encouragement of the coaches. Unfortunately, no follow-on funding has been forth coming from WYCA or Bradford Council.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Resilient Bradford – Adversity, Trauma and Resilience Workforce Training

The programme aims to break the cycles of trauma and adversity and building long-term resilience by raising awareness and understanding of trauma informed practice.

The final year of our initial contract marked a period of continued growth and development. Following three successful years of delivery, the ATR programme has been recommissioned for a further 2+2 years—reflecting strong outcomes, sector-wide engagement, and relevance to local workforce needs. A new team leader (Ioanna Filippidi, July 2024) and trainer (Jane Wheildon, September 2024) joined the programme, bringing fresh energy and driving improvements to content and delivery.

A key achievement was the rollout of a revised Tier 2 training offer, co-designed with participants and shaped by their feedback. The updated model significantly boosted outcomes, demonstrating our commitment to continuous improvement and practical relevance.

Training Delivery and Participation

		Total				2024-2025
Training	Total Attendees	Target	Sign-ups	Places Available	Attendees	Places available
Tier 1	2,070	2,400	2,667	7,746	831	2825
Tier 2	280	160	413	565	225	390

In 2024–2025 alone, participants came from **164** organisations, contributing to a total of **401** distinct organisations reached over the contract period

Tier 2 exceeded its target by 175%, while Tier 1 achieved 86.25%—reflecting strong engagement across both levels.

Evaluation and Outcomes: Participant feedback remains consistently positive, with average training ratings of **9/10** for engagement and usefulness, with **Tier 1** scoring **8.72**, and **Tier 2** scoring **8.64**, while the revised **Tier 2** scored **9.15**, up from **7.35** for the original version. Self-assessed knowledge and confidence also improved significantly, with average increase of **39%**, from 2.39 to 3.32 (out of 4); **Tier 1**, 44% increase; **Original Tier 2**: 21% increase, and **Revised Tier 2**: 24% increase.

The ATR programme continues to embed trauma-informed and trauma-responsive practice across Bradford. Through practitioner-led design, responsive delivery, and a collaborative approach, we remain committed to supporting professionals and services in breaking cycles of adversity and building long-term resilience.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Community (Urban Parish) Council

Bradford Trident gifted £20,000 into the Community (urban parish) Council (BTCC) to facilitate its operation and community activities, for the year 2024/2025 of which £10,000 is given to fund small grant awards, administered by the Community Council, to local community and voluntary groups.

The following local organisations were awarded funding in the Financial Year 2024/25 for the Community Council's Small Grants:

Group	Activity	Grant
Friends of Horton Park	Fundraiser and Family Event	£500
Girlington Cricket Club	Family fun day	£500
Bradford Trident Faith Forum	Community Action Reaches Everyone	£500
MAPA Bradford	Potting Shed and Tool Library	£500
West Bowling Activity Group	Community Well Being 2024	£500
Fountain School	Skills for Life	£500
Trident - Healthy Lifestyles	Community Christmas Lunch	£320
Al Hira Islamic Centre	Youth Project	£500
Beautiful BD5	Beautiful BD5 competition	£2,381

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in notes 18 and 19 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Arise Yorkshire Limited – 4-way joint venture

In 2013 Trident joined forces with three other local community anchors to form a joint venture company call Arise (Yorkshire) Limited. The mission of Arise is for 'Similar community enterprises rooted in their own communities coming together to combine their collective experience, skills and delivery capacity to attract investment and win service delivery contracts for the economic, social, environmental and cultural regeneration of Bradford and beyond'. The company has successfully rejuvenated 21 formerly derelict houses and returned them to being homes, and has successfully completed a variety of research and consultancy contracts for CBMDC and the Health Service. Arise continues to own and lease out its remaining 16 restored houses, having sold five in previous years and distributing gains equally to the joint venture members.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Plans for Future Periods,

As the ramifications in the change in Government begin to work through the national system we continue to make improvements and additions to the way the charity operates.

As Better Start Bradford prepares to close its doors, Trident has secured medium term financial security for the Workforce Trauma Training work and a new Horton Heath Heroes – health programme and Digital Inclusion work; attention remains on securing a stronger footing for Better Place and the Active Travel work. The buildings including Parkside Sports are performing better and attention for the coming few years continues with upgrading building fabric to reduce energy demand and enhancing renewables and power storage capabilities, reducing our operational greenhouse gas emissions and cost savings. Additional LED lights, a battery system and additional PV solar array are being installed at the Mayfield Centre and plans are advanced for new insulation, double glazing and LED lights at Edward Street, as well as ASHP and LED completion at the Park Lane Centre. It remains the Board's intension to roll out similar technology across the entire Trident estate.

Volunteers remain a much valued and need asset and we are build capacity to recruit, support, develop and celebrate them.

Much of the community remains on survival mode and tensions are taught particularly amongst our youth. A new hopeful, enabling youth activation programme is needed.

2025/26 will see work to build on established partnerships for further commissions of work from Bradford Council, Bradford District and Craven Integrated Care Partnership and West Yorkshire Combined Authority.:

- Better Place -green space improvement and community green space engagement activities (with a range of local delivery partners)
- Youth Work
- Community Climate adaptation work including retrofit promotion.

Our commitment to the local Community (Health) Partnership, Horton and City Health Collaboration will continue alongside with partners at Millside and the Millan Centre as well as across the local VCS and with GP practices, Hospital services, the Care Trust, Social Services and Local Area Officers. Much has been accomplished to date but much more remains to be done to impact the determinates to health at play in the area, as the NHS reorganises again.

The coming year will see:

- Continue to build local grassroots health ecosystem including sports and physical activity.
- Further development of Parkside Sports Centre activities.
- Final knowledge sharing from Better Start Bradford's programmes into local children's and maternity services, alongside fulfilling legacy commitments for the programme.
- Delivery of the new workforce Trauma Informed Practice workforce training contract.
- Securing long-term funding for Better Places project.
- Further reduction in energy use in our building through fabric and systems improvements

Significant challenges remain in the BD5 area including: health inequalities, high infant mortality, below average academic attainment and low household income levels.

The vision of our Board of Trustees is that through our activities and those of our partners, over the coming years, the local area will continue to positively develop with a proud, healthy, active and welcoming community; a place where families thrive.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £7,388,208 (£7,421,921 in 2024) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,986,181 are fixed assets and a further £463,335 are restricted funds. The unrestricted reserve policy target is £466,000 made up of:

- redundancy reserve £133,000; (covering 64 staff no.s)
- six months operating costs £300,000; (@£50,000/month)
- Buildings reserve £33,000; (0.6% of the estate)
- Social investments £3,750; Bfd Community Energy cbc.

Plus designated fund of:

- carbon reduction fund £25,000, towards installing low carbon heating systems;
- designated investment property development fund £440,000, to diversify the property portfolio and secure future income generation opportunities, an asset development of £1.5million is being prepared with commercial financial assistance.

The remaining free reserves are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

Bradford Trident holds a significant property portfolio including three community hubs, one sport centre, a business centre and two investment properties. The investment strategy is to manage community hubs for delivery of local services and facilities for the community and use income from across the estate to generate funds to enable provision of community services. The buildings are actively managed and maintained and an unrestricted contingency reserve is being built to support the development of new community owned assets for the neighbourhood, such as the Greenwood Business Park.

External funds

The Board of trustees are grateful for the contributions amounting to £5,876,714 in the financial year 2024/25. External funds are pursued to supplement community service delivery costs.

As of 31 March 2025, a balance of £442,417 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year ten of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

External Funding bodies 2024/2025	£
Better Start Bradford External Funds	
National Lottery Fund Grant – Fulfilling Lives: A Better Start	3,872,826
National Lottery Fund Grant – Fulfilling Lives: A Better Start Capital	31,465
Bradford District Care Foundation Trust – BSB match	40,881
West Yorkshire Police – BSB match	50,303
Bradford Council Early Childhood Services – BSB match	180,000
Bradford Council Public Health – BSB match	18,267
NHS Bradford & Districts ICB – BSB match	150,173
Bradford Council - BSB match	10,590
Start for Life	1,294,635
Natural England	47,000
Morley Glass Green Vision Fund	500
Bradford Council Spring Grant	3,000
BSB Sub Total	5,699,640
Grand Total	5,699,640

Risk

The trustees actively review the major risks that the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions.

The trustees have also examined other operational and business risks that the charity faces and confirmed the establishment of systems to mitigate these, should they occur.

Risks relating to failures in safeguard children are mitigated through all staff receiving safeguarding training, clear delegation of roles and responsibilities and implementation of safeguarding policy and practices.

The risk of the impact of the departure of key staff is mitigated through creating a strong working culture and environment as well as succession planning and engaging all staff in the vision, strategy and plans.

Threats and opportunities posed by AI are being monitored, considered and the year will see the development and adoption of AI usage and protection policies

Our budget and regularly reviewed financial plans as well as reserves, ensure we don't have inadequate funding, and strict policies and controls help reduce the risk of any financial fraud or mismanagement in our projects and operations.

The charity has put measures in place to manage these risks (robust financial procedures, training and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

BRADFORD TRIDENT LIMITED

**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)**

FOR THE YEAR ENDED 31 MARCH 2025

Structure, governance and management

Bradford Trident Limited, also known as Bradford Trident and Trident, is a registered charity and a company limited by guarantee. It is governed by a memorandum and articles of association. The Trustees of Bradford Trident Limited have complied with their duty to have due regard to the charity commission’s public benefit guidance when exercising any powers or duties to which the guidance is relevant.

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:

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayoob	Community Director	(Resigned on 19 February 2025)
Ms Ramenpreet Haire	Business Director	
Mr Imran Younas	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	(Resigned 3 October 2024)
Cllr Javed Khan	Community Councillor	
Mr Mohammed Boota	Community Councillor	
Mr Ishaq Shafiq	Community Director	
Cllr Noor Elahi	Ward Councillor	

Trustees are appointed through a variety of routes. Six trustees are appointed via the Community (urban parish) Council, two trustees are elected Ward Councillors, there are appointments from local issue specialists for: faith, business, health and youth issues, a treasurer trustee and two community trustees are recruited from local groups/ residents. All trustees, bar one, live or work in the BD5 area.

The board of trustees provide the strategic direction and scrutiny functions of the charity and are responsible for approving and overseeing the policies, practices and development of the organisation. The trustees meet at least quarterly. Day to day general management of the charity and operational responsibilities are delegated to the Executive Officers and Company Secretary.

The employment package (salary plus pension contribution) of Bradford Trident’s highest paid employee is 3.16 times that of the least paid employee. There are three employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

The Board of Trustees appoint the directors of our trading subsidiary Bradford Trident Trading Limited and the director representatives to our joint venture Arise (Yorkshire) Limited. Locally recruited service users form the Better Start Bradford Partnership Board, which steers Better Start Bradford’s review and implementation functions. They receive guidance and support from the Better Start Executive which includes Bradford Trident’s CEO, the Strategic Directors of Children’s Services and Public Health (Bradford Council) and the Director of Collaboration (Bradford District and Craven Health and Care Partnership), Research Director (Born in Bradford) and Funding and Relationship Manager (National Lottery Fund).

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

Auditor

In accordance with the company's articles, a resolution proposing that Azets Audit Services 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, including the strategic report, was approved by the Board of Trustees.

Signed by:

95DE5C4D594D496...
Cllr Taj Salam - Chair

Dated: 16 December 2025

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2025

The Trustees, who are also the directors of Bradford Trident Limited 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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2025 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2025 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; 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 Charity 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 and parent charity'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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

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 and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have 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 the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, 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 parent 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

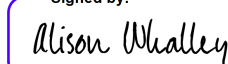
- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charitable company and the charitable company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Signed by:



BC2221165F424D2...

Alison Whalley (Senior Statutory Auditor)

**For and on behalf of Azets Audit Services, Statutory Auditor
Accountants**

Carlton House
Grammar School Street
Bradford
BD1 4NS

Date: 18 December 2025 | 16:00 GMT
.....

BRADFORD TRIDENT LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2025

		Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Notes							
<u>Income and endowments from:</u>							
Donations and legacies	3	90,297	5,786,417	5,876,714	100,095	8,441,462	8,541,557
Charitable activities	4	406,742	-	406,742	356,158	152,963	509,121
Share of joint venture	4	28,104	-	28,104	(12,820)	-	(12,820)
Investments	5	915,201	36,416	951,617	857,969	59,252	917,221
Other income	6	12,440	-	12,440	27,009	-	27,009
Total income		1,452,784	5,822,833	7,275,617	1,328,411	8,653,677	9,982,088
<u>Expenditure on:</u>							
Raising funds	7	438,199	-	438,199	256,383	-	256,383
Charitable activities	8	995,020	6,326,110	7,321,130	1,241,810	7,426,324	8,668,134
Total resources expended		1,433,219	6,326,110	7,759,329	1,498,193	7,426,324	8,924,517
Net gains/(losses) on investments	11	450,000	-	450,000	-	-	-
Gross transfers between funds		-	-	-	1,720,433	(1,720,433)	-
Net income/(expenditure) for the year/							
Net movement in funds		469,565	(503,277)	(33,712)	1,550,651	(493,080)	1,057,571
Fund balances at 1 April 2024		6,455,308	966,612	7,421,920	4,904,658	1,459,692	6,364,350
Fund balances at 31 March 2025		6,924,873	463,335	7,388,208	6,455,309	966,612	7,421,921

The statement of financial activities includes all gains and losses recognised in the year.

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

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2025**

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	15	2,152,584		2,195,833	
Investment properties	16	3,588,568		3,138,568	
Investments	17	3,750		3,751	
Programme related investments	19	241,279		213,175	
		<u>5,986,181</u>		<u>5,551,327</u>	
Current assets					
Debtors	21	361,366		610,600	
Cash at bank and in hand		<u>2,942,836</u>		<u>3,221,591</u>	
		3,304,202		3,832,191	
Creditors: amounts falling due within one year	22	<u>(1,902,176)</u>		<u>(1,961,597)</u>	
Net current assets		<u>1,402,026</u>		<u>1,870,594</u>	
Total assets less current liabilities		<u><u>7,388,207</u></u>		<u><u>7,421,921</u></u>	
Income funds					
Restricted funds	24	463,335		(966,613)	
<u>Unrestricted funds</u>					
Designated funds	23	2,213,843		2,180,843	
General unrestricted funds		<u>4,711,030</u>		<u>4,274,466</u>	
		<u>6,924,873</u>		<u>6,455,309</u>	
	26	<u><u>7,388,207</u></u>		<u><u>7,421,921</u></u>	

The accounts were approved by the Trustees on 16 December 2025

Signed by:



95DE5C4D594D496...
Cllr Taj Salam - Chair
Trustee

Company Registration No. 04084653

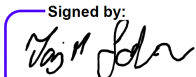
BRADFORD TRIDENT LIMITED

CHARITY BALANCE SHEET
AS AT 31 MARCH 2025

		2025		2024	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	15	2,152,584		2,195,833	
Investment properties	16	3,588,568		3,138,568	
Investments	18	3,850		3,850	
		5,745,002		5,338,251	
Current assets					
Debtors	21	388,933		637,834	
Cash at bank and in hand		2,908,654		3,188,080	
		3,297,587		3,825,914	
Creditors: amounts falling due within one year	22	(1,900,526)		(1,960,284)	
Net current assets		1,397,061		1,865,630	
Total assets less current liabilities		7,142,063		7,203,881	
Income funds					
Restricted funds	24	463,335		966,612	
<u>Unrestricted funds</u>					
Designated funds	23	2,238,843		2,180,843	
General unrestricted funds		4,439,885		4,056,426	
		6,678,728		6,237,269	
	26	7,142,063		7,203,881	

As permitted by s408 Companies Act 2006, the charity has not presented its own profit and loss account and related notes. The charity's deficit for the year was £61,818 (2024: Profit for the year £1,070,391).

The accounts were approved by the Trustees on 16 December 2025

Signed by:

95DE5C4D594D496
Cllr Taj Salam - Chair
Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	31	(1,256,124)		(530,428)	
Investing activities					
Purchase of tangible fixed assets		-		(444,422)	
Investment income received		951,617		917,221	
Net cash generated from investing activities		951,617		472,799	
Financing activities					
Repayment of bank loans		25,752		-	
Net cash generated from/(used in) financing activities		25,752		-	
Net decrease in cash and cash equivalents		(278,755)		(57,629)	
Cash and cash equivalents at beginning of year		3,221,591		3,279,220	
Cash and cash equivalents at end of year		2,942,836		3,221,591	

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS*****FOR THE YEAR ENDED 31 MARCH 2025***

	Notes	2025 £	£	2024 £	£
Cash flows from operating activities					
Cash absorbed by operations	31	(1,230,312)		(530,341)	
Investing activities					
Purchase of tangible fixed assets		-		(444,422)	
Investment income recieved		950,886		916,595	
Net cash generated from investing activities		950,886		472,173	
Net cash used in financing activities		-		-	
Net decrease in cash and cash equivalents		(279,426)		(58,168)	
Cash and cash equivalents at beginning of year		3,188,080		3,246,248	
Cash and cash equivalents at end of year		2,908,654		3,188,080	

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

Company information

Bradford Trident Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Park Lane Centre, Park Lane, Bradford, BD5 0LN. In the event of the charity being wound up, the liability of the guarantee is limited to £1 per member.

1.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, 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)" (as amended for accounting periods commencing from 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, [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.

The consolidated financial statements incorporate those of Bradford Trident Limited and its subsidiary Bradford Trident Trading Limited.

All financial statements are made up to 31 March 2025. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those used by the parent.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

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 Incoming resources

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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

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.

1.5 Resources expended

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.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

The basis of allocation follows the delivery plan agreed with the Government Office for North Yorkshire and Humberside. Primarily this means that costs are designated to specific projects. However, in addition all management and administration expenses are included in that section of the statement of financial activities.

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:

Freehold buildings	50 years straight line
Fixtures, fittings and office equipment	4 and 5 years straight line

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 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

1.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments which are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

1.9 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).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.10 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.

1.11 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

1 Accounting policies

(Continued)

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.

1.12 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.

1.13 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2025****3 Donations and legacies**

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Donations and gifts	48	-	48	531	-	531
Grants	90,249	5,786,417	5,876,666	99,564	8,441,462	8,541,026
	<u>90,297</u>	<u>5,786,417</u>	<u>5,876,714</u>	<u>100,095</u>	<u>8,441,462</u>	<u>8,541,557</u>
Grants receivable for core activities						
Betterstart - The National Lottery Community Fund	-	5,699,641	5,699,641	-	7,948,311	7,948,311
Bradford Council - Preschool Funding	90,249	-	90,249	99,564		99,564
Holiday Activities & Food (HAFS)	-	9,000	9,000	-	9,348	9,348
National Lottery Community Fund - Play Bradford	-	11,667	11,667	-	5,664	5,664
Parkside Power to Change	-	-	-	-	386,538	386,538
Active Travel Hub	-	3,185	3,185	-	4,354	4,354
Family Crisis	-	34,070	34,070	-	61,839	61,839
Cash for Kids - Cost of Living	-	1,231	1,231	-	2,500	2,500
Reboot Grant - Health	-	-	-	-	13,357	13,357
LSCG - Grant Community Lunches	-	10,206	10,206	-	9,551	9,551
SIB Mayfield	-	17,168	17,168	-	-	-
Community Chest		250	250	-	-	-
	<u>90,249</u>	<u>5,786,418</u>	<u>5,876,667</u>	<u>99,564</u>	<u>8,441,462</u>	<u>8,541,026</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

4 Charitable activities

	Charitable activities 2025 £	Share of joint venture 2025 £	Total 2025 £	Charitable activities 2024 £	Share of joint venture 2024 £	Total 2024 £
Sale of goods	57,056	-	57,056	82,850	-	82,850
Performance related grants	349,686	-	349,686	426,271	-	426,271
Movement in value of joint venture (see note 16)	-	28,104	28,104	-	(12,820)	(12,820)
	<u>406,742</u>	<u>28,104</u>	<u>434,846</u>	<u>509,121</u>	<u>(12,820)</u>	<u>496,301</u>
Resilient Bradford	99,112	-	99,112	98,830	-	98,830
BMDC Build Your Business	242,017	-	242,017	163,278	-	163,278
Good Things Foundation - HMRC Grant	8,057	-	8,057	8,200	-	8,200
Better Place	-	-	-	152,963	-	152,963
Health Messaging - Living Well Workplace	500	-	500	3,000	-	3,000
	<u>349,686</u>	<u>-</u>	<u>349,686</u>	<u>426,271</u>	<u>-</u>	<u>426,271</u>

5 Investments

	Unrestricted funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £
Rental income	894,479	-	894,479	833,164
Distribution from joint venture investments	-	-	-	12,888
Interest receivable	20,722	36,416	57,138	71,169
	<u>915,201</u>	<u>36,416</u>	<u>951,617</u>	<u>917,221</u>

6 Other income

	Unrestricted funds 2025 £	Unrestricted funds 2024 £
Sundry income	<u>12,440</u>	<u>27,009</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2025**7 Raising funds**

	2025	2024
	£	£
<u>Fundraising and publicity</u>		
Agency cover	31,576	34,290
Staff costs	406,623	222,093
Fundraising and publicity	438,199	256,383
	<u>438,199</u>	<u>256,383</u>

8 Charitable activities

	2025	2024
	£	£
Staff costs	1,289,228	1,399,245
Project costs	5,397,661	6,387,972
	6,686,889	7,787,217
Share of support costs (see note 9)	607,013	854,293
Share of governance costs (see note 9)	27,228	26,624
	<u>7,321,130</u>	<u>8,668,134</u>
Analysis by fund		
Unrestricted funds	995,020	1,241,810
Restricted funds	6,326,110	7,426,324
	<u>7,321,130</u>	<u>8,668,134</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

9 Support costs

	Support costs	Governance costs	2025	Support costs	Governance costs	2024
	£	£	£	£	£	£
Staff costs	-	15,680	15,680	-	15,680	15,680
Printing, postage, stationery and design	1,066	-	1,066	1,836	-	1,836
Repairs	56,231	-	56,231	93,825	-	93,825
Property expenses	401,804	-	401,804	565,885	-	565,885
Office costs	107,020	-	107,020	151,353	-	151,353
Other staff costs	8,800	-	8,800	6,317	-	6,317
Bad debts	5,162	-	5,162	3,939	-	3,939
Legal and professional fees	11,846	-	11,846	12,661	-	12,661
Bank charges and interest	229	-	229	205	-	205
Irrecoverable VAT	13,002	-	13,002	13,427	-	13,427
Sundry expenses	1,853	-	1,853	5,278	-	5,278
Audit fees	-	11,337	11,337	-	9,799	9,799
Meeting costs	-	52	52	-	994	994
Sundry expenses	-	159	159	-	151	151
	<u>607,013</u>	<u>27,228</u>	<u>634,241</u>	<u>854,293</u>	<u>26,624</u>	<u>880,917</u>
Analysed between						
Charitable activities	<u>607,013</u>	<u>27,228</u>	<u>634,241</u>	<u>854,293</u>	<u>26,624</u>	<u>880,917</u>

Governance costs includes payments to the auditors of £11,377 (2024- £9,799) for audit fees.

10 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.

11 Net gains/(losses) on investments

	2025	2024
	£	£
Revaluation of investment properties	<u>450,000</u>	<u>-</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2025 Number	2024 Number
Project staff	52	55
Management and administration	17	18
	<u>69</u>	<u>73</u>

Employment costs

	2025 £	2024 £
Wages and salaries	1,581,693	1,517,292
Social security costs	77,714	71,926
Other pension costs	52,124	47,800
	<u>1,711,531</u>	<u>1,637,018</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2025 Number	2024 Number
£60,001 - £70,000	<u>2</u>	<u>2</u>

Contributions totalling £9,083 (2024: £9,785) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Retirement benefit schemes

	2025 £	2024 £
Defined contribution schemes		
Charge to profit or loss in respect of defined contribution schemes	<u>52,124</u>	<u>47,800</u>

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.

14 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £Nil were reimbursed to one trustee (2024: telephone expenses of £Nil to one trustee).

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2025**15 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2024	2,328,553	148,467	2,477,020
At 31 March 2025	2,328,553	148,467	2,477,020
Depreciation and impairment			
At 1 April 2024	163,705	117,481	281,186
Depreciation charged in the year	37,901	5,349	43,250
At 31 March 2025	201,606	122,830	324,436
Carrying amount			
At 31 March 2025	2,126,947	25,637	2,152,584
At 31 March 2024	2,164,847	30,986	2,195,833

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2025**16 Investment property - Group and Charity**

	2025
	£
Fair value	
At 1 April 2024	3,138,568
Net gains or losses through fair value adjustments	450,000
At 31 March 2025	3,588,568

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2025 by the trustees. The valuation was made on an open market value basis by reference to market evidence of rental properties income for similar properties. The Trustees do not consider the value of the property to have changed since this date. There has been no more recent valuations.

17 Fixed asset investments - Group

	2025	2024
	£	£
Unlisted investments	3,750	3,750
	3,750	3,750

Movements in fixed asset investments

	Shares
	£
Cost or valuation	
At 1 April 2023 & 31 March 2024	3,751
Carrying amount	
At 31 March 2025	3,751
At 31 March 2024	3,751

18 Fixed asset investments - Charity

	2025	2024
	£	£
Investments in subsidiaries	100	100
Unlisted investments	3,750	3,750
	3,850	3,850

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

19 Programme related investments

	£
At 1 April 2024	213,175
Additions	28,104
At 31 March 2025	241,279

Programme related investments relates to a 25% share in Arise Yorkshire Limited, a company registered in England and Wales (Company number 08408211).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

20 Subsidiaries

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
Bradford Trident Trading Limited England	Trading of investment property	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries was as follows:

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,315	1,931	1,931	-

21 Debtors

	Group 2025	2024	Charity 2025	2024
Amounts falling due within one year:	£	£	£	£
Trade debtors	71,710	117,323	71,709	117,323
Amounts due from subsidiary undertakings	-	-	27,568	27,324
Other debtors	18,833	127	18,833	127
Prepayments and accrued income	270,823	493,150	270,823	493,150
	361,366	610,600	388,933	637,924

22 Creditors: amounts falling due within one year

	Group 2025 £	2024 £	Charity 2025 £	2024 £
Loans and overdrafts	25,752	-	25,752	-
Other taxation and social security	70,567	43,676	70,567	43,676
Trade creditors	601,720	1,149,329	601,720	1,149,329
Other creditors	12,409	4,809	12,409	4,809
Accruals	1,191,728	763,783	1,190,077	762,470
	1,902,176	1,961,597	1,900,525	1,960,284

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

23 Designated funds - Group and Charity

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.

	Balance at 1 April 2023	Transfers	Balance at 1 April 2024	Transfers	Balance at 31 March 2025
	£	£	£	£	£
Investment Property Development Fund	220,000	165,000	385,000	59,000	444,000
Carbon Reduction Fund	90,000	(30,000)	60,000	(35,000)	25,000
Redundancy Fund	207,000	(89,000)	118,000	15,000	133,000
Contingency Fund	253,000	53,000	306,000	(6,000)	300,000
Buildings Reserve	30,000	3,000	33,000	-	33,000
Woodroyd	-	520,442	520,442	-	520,442
Park Lane	-	758,401	758,401	-	758,401
	<u>800,000</u>	<u>1,380,843</u>	<u>2,180,843</u>	<u>33,000</u>	<u>2,213,843</u>

The Investment Property Development Fund is funds set aside to develop a property with the intention to diversify the property portfolio and secure future income generation opportunities.

The Carbon Reduction Fund is funds set aside to enable the Charity to reduce its carbon footprint.

The Redundancy and Contingency Funds are funds set aside in the unlikely event of a significant loss in funding. The funds are not expected to be spent in the foreseeable future.

The Buildings Reserve is funds set aside for unexpected repairs to the buildings. Due to the nature of the fund the funds are not expected to be spent in the foreseeable future.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

24 Restricted funds - Group

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds				Movement in funds				Transfers	Balance at	
	Incoming resources	Resources expended	Transfers	1 April 2023	Incoming resources	Resources expended	Transfers	1 April 2024	Incoming resources	Resources expended	Transfers
	£	£	£	£	£	£	£	£	£	£	£
Woodroyd	-	-	(520,442)	520,442	-	-	-	-	-	-	-
Park Lane	-	-	(758,401)	758,401	-	-	-	-	-	-	-
Better Start	8,007,564	(7,121,339)	-	76,642	8,007,564	(7,121,339)	-	962,863	5,736,057	(6,256,499)	-
Holiday Play Provision	9,348	(9,348)	-	-	9,348	(9,348)	-	-	9,000	(9,000)	-
Parkside Extension	386,538	8,965	(441,590)	46,087	386,538	8,965	(441,590)	-	-	-	-
Play Bradford	5,664	(5,664)	-	-	5,664	(5,664)	-	-	11,667	(11,667)	-
BCE Investment in Shares	-	-	-	3,750	-	-	-	3,750	-	-	-
Better Place	152,963	(152,963)	-	-	152,963	(152,963)	-	-	-	-	3,750
Active Travel Hub	4,354	(54,109)	-	49,755	4,354	(54,109)	-	-	3,185	(3,185)	-
Power to Change - Insulation Mayfield	-	(4,619)	-	4,619	-	(4,619)	-	-	-	-	-
Family Crisis	61,839	(61,839)	-	-	61,839	(61,839)	-	-	34,070	(34,070)	-
Cash for Kids - Cost of Living	2,500	(2,500)	-	-	2,500	(2,500)	-	-	1,231	(1,231)	-
Reboot Grant - Health	13,357	(13,357)	-	-	13,357	(13,357)	-	-	-	-	-
LSCG - Community Grant Lunches	9,551	(9,551)	-	-	9,551	(9,551)	-	-	10,206	(10,206)	-
SIB Mayfield	-	-	-	-	-	-	-	-	17,168	-	-
Community Chest	-	-	-	-	-	-	-	-	250	(250)	-
	8,653,678	(7,426,324)	(1,720,433)	1,459,696	8,653,678	(7,426,324)	(1,720,433)	966,613	5,822,834	(6,326,108)	-
											463,335

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

24	Restricted funds - Group	(Continued)
	Woodroyd and Park Lane relate to funds received from the European Regional Development Fund (ERDF) for work on the buildings. If these properties had been sold before 2023, the monies may have been repayable. Better Start relates to funds received from National Lottery Community Fund, City of Bradford Metropolitan District Council, Bradford District and City Clinical Commissioning Groups, West Yorkshire Police and Bradford District Care Trust to help parents give their children the best start in life. Holiday Play Provision is funds from Department of Education via Bradford Metropolitan District Council, for the purpose for holiday activities and food for local children. Parkside extension spend relates to grants received to improve the sports hall from a variety of funders. Play Bradford is funding from the National Lottery Community Fund via Bradford Community Play Partnership (Play Bradford) to support activities to enable children to play out more. BCE Investment in Shares is Bradford Trident's holding in Bradford Community Energy community benefit co-operative. Better Place is a commission from Better Start Bradford funded by the National Lottery Community Fund to provide support and activities for very young families to engage with their local green spaces and to provide play opportunities for very young children. Active Travel Hub is funding from West Yorkshire Combined Authority (WYCA) for support to help commuters adopt active travel modes of transport (walking, cycling and scooting). Power to Change – Insulation Mayfield is funding to help community business to make capital improvements to reduce their energy bills and so become more resilient organisations. Family Crisis is funding received from Bradford and District Integrated Care Partnership via Horton and City Health Collaboration (HCHC) for a partnership service with Bradford Community Advice and Debts Service (BCADS) to provide advice and advocacy to families in crisis, particularly financial distress. Cash for Kids – Cost of Living was funding for support to young children's families that were particularly badly affected by the cost of living crisis via a food voucher scheme. Reboot Grant - Health was funding received from Bradford and District Integrated Care Partnership via HCHC into provide restorative activities for men's groups. LSCG – Community Grants Lunches was a Local Community Support Grant from Bradford Metropolitan District Council, to provide monthly lunches to isolated people in the community. SIB Mayfield – Social Invest Business Energy Resilience Fund blended finance (grant 40%, loan 60%) is for building fabric improvements and low carbon technologies.	

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

24	Restricted funds - Charity	Balance at 1 April 2023 £	Movement in funds			Transfers £	Balance at 1 April 2024 £	Movement in funds			Balance at 31 March 2025 £
			Incoming resources £	Resources expended £				Incoming resources £	Resources expended £		
	Woodroyd	520,442	-	-	(520,442)		-	-	-	-	-
	Park Lane	758,401	-	-	(758,401)		-	-	-	-	-
	Better Start	76,642	8,007,564	(7,121,339)	-		962,863	5,736,057	(6,256,499)	442,417	
	Play Bradford	-	5,664	(5,664)	-		-	11,667	(11,667)	-	
	Holiday Play Provision	-	9,348	(9,348)	-		-	9,000	(9,000)	-	
	Parkside Extension	46,087	386,538	8,965	(441,590)		-	-	-	-	
	BCE Investment in Shares	3,750	-	-	-		3,750	-	-	3,750	
	Cleaner Streets	-	-	-	-		-	-	-	-	
	Log In, Check In, Move Up	-	-	-	-		-	-	-	-	
	Better Place	-	152,963	(152,963)	-		-	-	-	-	
	Active Travel Hub	49,755	4,354	(54,109)	-		-	3,185	(3,185)	-	
	Power to Change Mayfield Insulation	4,619	-	(4,619)	-		-	-	-	-	
	Family Crisis	-	61,839	(61,839)	-		-	34,070	(34,070)	-	
	Cash for Kids - Cost of Living	-	2,500	(2,500)	-		-	1,231	(1,231)	-	
	Reboot Grant - Health	-	13,357	(13,357)	-		-	-	-	-	
	LCSG - Grant Community Lunches	-	9,551	(9,551)	-		-	10,206	(10,206)	-	
	SIB Mayfield	-	-	-	-		-	17,168	-	17,168	
	Community Chest	-	-	-	-		-	250	(250)	-	
		1,459,692	8,653,678	(7,426,324)	(1,720,433)		966,613	5,822,834	(6,326,108)	463,335	

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

26 Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2025	2024
	£	£
Aggregate compensation	186,793	232,954
	<u> </u>	<u> </u>

There were no other disclosable related party transactions during the year (2024 - none).

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2025****28 Analysis of net assets between funds - Group**

Fund balances at 31 March 2025 are represented by:

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total Unrestricted funds 2025 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Tangible assets	873,741	1,278,843	-	2,152,584	1,278,843	-	2,195,833
Investment properties	3,588,568	-	-	3,588,568	-	-	3,138,568
Investments	-	-	3,750	3,750	-	3,751	3,751
Programme related assets	241,279	-	-	241,279	-	-	213,175
Current assets/(liabilities)	40,441	902,000	459,585	1,402,026	902,000	962,861	1,870,594
	4,744,029	2,180,843	463,335	7,388,207	2,180,843	966,612	7,421,921

28 Analysis of net assets between funds - Charity

	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Tangible assets	873,741	1,278,843	-	2,152,584	916,990	1,278,843	-	2,195,833
Investment properties	3,588,568	-	-	3,588,568	3,138,568	-	-	3,138,568
Investments	100	-	3,750	3,850	100	-	3,751	3,850
Current assets/(liabilities)	35,476	902,000	459,585	1,397,061	768	902,000	962,861	1,865,629
	4,497,885	2,180,843	463,335	7,142,063	4,056,426	2,180,843	966,612	7,203,880

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

30 Analysis of changes in net funds

	At 1 April 2024 £	Cash flows £	At 31 March 2025 £
Cash at bank and in hand	3,221,591	(278,755)	2,942,836
Loans falling due within one year	-	(25,752)	(25,752)
	<u>3,221,591</u>	<u>(304,507)</u>	<u>2,917,084</u>

31 Cash generated from operations - Group

	2025 £	2024 £
(Deficit)/surplus for the year	(33,712)	1,057,571
Adjustments for:		
Investment income recognised in profit or loss	(951,617)	(917,221)
Fair value gains and losses on investment properties	(450,000)	-
Share of joint venture	(28,105)	12,820
Depreciation and impairment of tangible fixed assets	43,249	38,385
Movements in working capital:		
Decrease in debtors	249,234	158,118
(Decrease) in creditors	(85,173)	(880,101)
Cash absorbed by operations	<u>(1,256,124)</u>	<u>(530,428)</u>
Cash generated from operations - Charity	2025 £	2024 £
(Deficit)/surplus for the year	(61,818)	1,070,391
Adjustments for:		
Investment income recognised in profit or loss	(950,886)	(916,595)
Fair value gains and losses on investment properties	(450,000)	-
Depreciation and impairment of tangible fixed assets	43,249	38,385
Movements in working capital:		
Decrease in debtors	109,012	157,628
Increase/(decrease) in creditors	80,131	(880,150)
Cash absorbed by operations	<u>(1,230,312)</u>	<u>(530,341)</u>

BRADFORD TRIDENT LIMITED

England & Wales - Charity number 1107561

Accounts

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2024

Charity Registration No. 1107561
Company Registration No. 04084653 (England and Wales)

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Treasurer	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	
	Ms Ramenpreet Haire	Business Director	
	Cllr Shah Mohammed Khokar	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	
	Cllr Javed Khan	Community Councillor	
	Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
	Mr Ishaq Shafiq	Community Director	
	Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)
	Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)
Secretary	Carlton Smith		
Executive Officers	Carlton Smith (Chief Executive Officer)		
	Gillian Thornton (Programme Director Better Start Bradford)		
Charity number	1107561		
Company number	04084653		
Auditor	Azets Audit Services		
	Carlton House		
	Grammar School Street		
	Bradford		
	BD1 4NS		
Bankers	CAF Bank Ltd		
	25 Kings Hill Avenue		
	Kings Hill		
	West Mailling		
	Kent		
	ME19 4JQ		
Solicitors	Gordons LLP		
	Forward House		
	8 Duke Street		
	Bradford		
	BD1 3QX		

BRADFORD TRIDENT LIMITED

CONTENTS

	Page
Trustees report	1 - 22
Statement of Trustees responsibilities	23
Independent auditor's report	17-19
Group statement of financial activities	27
Group balance sheet	28
Charity balance sheet	22
Group statement of cash flows	30
Charity statement of cash flows	24
Notes to the accounts	32 - 52

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC 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 accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the Charity's memorandum and articles of association, 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 2015)"

Headline Summary

Trident has again expanded its activities this period with the commencement of Active Travel Hub, funded by West Yorkshire Combined Authority (WYCA) it provides a healthy and environmentally sustainable option for local residents.

Our projects have once again benefited from the very welcome support of our 363 volunteers who have gifted 3,311 hours of their time. We have sustained our wide range of community services through a testing time of rising costs and lower government investment. This year has again seen improvements in reducing our centres energy demands with the continuation of the implementation of our greenhouse gas emissions reduction strategy.

Our services and activities were accessed by 30,285 local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports Centre and Active Travel Hub) to the old and very old (Healthy Lifestyles). Trident are proud and delighted that the diversity of our users closely reflects in the diversity of our neighbourhood.

Climate Action

On 26 August 2021 the Trident Board unanimously committed to recognising that climate change poses a threat to the economy, nature and society-at-large, Trident commits to take action immediately in order to:

- Halve our greenhouse gas emissions before 2030
- Achieve net zero emissions before 2050
- Disclose our progress on a yearly basis

In doing so, we were proud to be recognised in 2021 by the United Nations Race to Zero campaign, and join governments, businesses, cities, regions, and universities around the world that share the same mission.

Trident has publicly made the above commitment via the SME Climate Hub. For the period our Equivalent Carbon Dioxide equivalent estimated emissions were 138.6tonnes (325tn 2023) using the Normative Business Carbon Calculator provided by the SME Climate Hub. The 138.6tnCO₂e is made up from Scope 1: 12.2tnCO₂e (9%) (13.7tnCO₂e 2023), Scope 2: 68.2tnCO₂e (51%)(141tnCO₂e 2023), and scope 3: 58.2tnCO₂e (40%) (170tnCO₂e 2023), emissions. The 55% reduction on the 2022 baseline has been achieved through the milder winter, an increase in % contribution of renewables to the UK Electricity grid, installation of more LED lights and movement sensor switches in communal areas and fewer purchases of electrical equipment. Trident has ratified its Greenhouse Gas emission reduction plan and is implementing enhanced building fabric improvements and low-carbon technologies over the coming 3 years.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Objectives and activities

Bradford Trident supports the Charity Governance Code and is working towards implementing the seven principals across the charity.

The purpose of Bradford Trident Limited is the promotion for the benefit of the public of a regeneration programme within and around BD5 by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- (d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need;
- (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 or improvement of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or
other bodies of a statutory duty to provide or improve housing;
- (g) the maintenance, improvement or provision of public amenities;
- (h) the provision of recreational facilities for the public at large or those who by
reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities;
- (i) the protection or conservation of the environment;
- (j) the provision of public health facilities and childcare;
- (k) the promotion of public safety and prevention of crime;

and such other charitable purposes for the benefit of the inhabitants of the Area of Benefit as the Board may determine from time to time.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)*****FOR THE YEAR ENDED 31 MARCH 2024***

From community consultations, dialogue within our local networks and forums and discussions of the Board and other stakeholders the Bradford Trident **aims and activities** for the BD5 area have been agreed as:

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Coaching service (Build Your Business) Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Adversity, Trauma and Resilience Workforce Development Digital Inclusion support Bike Library
Improve health and wellbeing	Health and Wellbeing programmes (CLICS) Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery Bike Library
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council Bike Library
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes Better Place programme

The BD5 and surrounding area continues to be characterised by health inequalities, below average educational attainment and below average employment rates, particularly for younger people, and income deprivation affecting older people and families with children. Our programmes are designed to address these issues.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

By delivering against these objectives Bradford Trident will contribute towards it's legal purpose of the regeneration of the BD5 and surrounding area. Measurers used to assess success include: building usage data, nursery attendance and child development assessments, improvements in children's outcomes (social, emotional, language, environmental), progression through the healthy lifestyles journeys, sport centre activities and usage, community action days and volunteer numbers and hours, bike loans and training delivered (courses, attendees), enterprises supported and jobs created.

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)*
Community Hubs	6.27	19,798	812 (8.5%)
Core functions (inc' Overheads)	4.00	-	292 (3.1%)
Community Development	0.48	120	34 (0.4%)
Community Council	0.00	-	20 (0.2%)
Healthy Lifestyles	1.91	514	128 (1.3%)
Play (activity support)	0.3	236	10 (0.1%)
Parkside Sports Centre	1.71	645	133 (1.4%)
Bike Library + Active Travel Hub	0.90	613	34 (0.4%)
Park Lane Preschool	4.16	28	110 (1.2%)
Digital Inclusion support	0.20	204	8 (0.1%)
Better Start Bradford	24.63	6,914	7,122 (74.7%)
Enterprise Coaching	1.20	143	144 (1.5%)
Better Place	3.26	-	146 (1.5%)
Adversity, Trauma and Resilience Workforce Development	1.54	1,070	94 (1.0%)
Parkside Extension	-	n/a	447 (4.7%)
Total	50.56	30,285	£9,534

*from management accounts

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)*****FOR THE YEAR ENDED 31 MARCH 2024***

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 71 staff (50.56 Full Time Equivalents), 54 (40.29 FTE) are engaged in project/service delivery and 17 (10.27 FTE) are busy with core functions and facilities. In other words 20% of charity energies are involved in running the charity and its assets, 80% is spent on delivering community services.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library/ Active Travel Hub and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 363 volunteers and their 3,311 hours of volunteered time. Using the UK Living wage (£10.90) as the going rate this equates to £36,090.

Programme (Activity)	Nos. of Volunteers	Vol' hours
Better Start Bradford (activity support)	190	661
Community Development (community activism)	94	312
Bike Library / Active Travel Hub	9	518
Digital Inclusion support	0	0
Preschool Nursery	2	450
Enterprise Coaching (BYB)	0	0
Better Place	26	36
Community Buildings	0	0
Parkside Sports Centre	12	405
Healthy Lifestyles	15	854
Play (activity support)	1	8
Trustees (strategic direction)	14	67
Total	363	3,311

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Strategic Report

Achievements and performance

Cost of Living Response

While the cost of fuel bills has stabilised the recent increases are still affecting the cost of living causing food, fuel and data poverty. Essentials for families across our neighbourhood remain prohibitive for many. Trident continue to provide resources to assist:

- Family Crisis Support and food hub at Parkside funded by Community Partnership 6 (Core20Plus funds)
- access to IT equipment and data to enable residents to access online services thanks to the Good Things Foundation and HMRC,
- provision of free play activities for our very young and young families.

In the winter 23/24 the effects of the Cost of Living crisis continued to effect local families and the tide of need has sustained. The measures put in place have assisted many hundreds of households but the demand continues to exceed the available provision.

Trident's Board of Trustees salutes the adaptability and dedication of its staff team and resilience and comradery of our communities throughout these testing times. The generosity and support of local funders and those that have made resources has been invaluable.

Better Start Bradford (BSB)

BSB's vision is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. Nine years into a ten-year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development and now shifting vital services to mainstream statutory funded provision.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Learning Together

Raising Awareness to Identify, Understand and Respond to Domestic Violence, and Cousin Marriage and Genetic Disorders in Diverse Communities training was delivered to staff and project teams within the Better Start Bradford Programme.

Better Start Bradford were recognised as the Bradford Early Years Industrial Partner for Bradford College. Our Workforce and Early Years Specialists were asked to receive a certificate from Bradford College Ambition Hub to recognise their collaborative partnership with Better Start Bradford in supporting the future early years workforce and for providing training and work experience opportunities to their Childcare students.

Nursing and Midwifery Council (NMC) Student Support: this academic year, saw all first-year midwifery students rotate into the programme. In total, this meant we supported 64 midwifery students. This also coincided with supporting over 2000 hours of pre-reg nursing student placement experience.

Live Learning sessions ran from 8th November – 29th November and covered the following topics over a six-week period:

- Relationships Matter
- Play: The reasons why we do and why you should too
- Talking Bradford: Making communication everyone's business.
- Born in Bradford Better Start (BiBBS) evaluations and practicalities.
- Perinatal Support Service – Emotional support for the First 1001 days – we put Mums in the Centre
- Best 1001 Days & Starting Well – Preconception Initiative

In total 42 people attended with a good representation of students from the University of Bradford studying courses such as Child Nursing and Midwifery as well as professionals new to the workforce in the district.

Design and delivery of Early Years Student Workshop 'Engaging with Early Years: Play and Communication: was delivered to all Level 3, Year 1 and 2 Early Years and Education students at Bradford New College. The workshop provided theoretical and practical learning opportunities with techniques and practical ideas for play and confident communication from an Early Years perspective.

The evaluation was very positive and continues to reflect delivery progress to date:

"I just wanted to say a huge thank you for yesterday. All our students had a great time - feedback this morning was so positive, and the workshop has generated lots of new ideas!" Programme Lead.

Evaluation Scores:

1. The workshop enhanced my knowledge of the subject matter: 92%.
2. The workshop was relevant to my course and placements: 96%.
3. I would recommend this workshop to others: 92%.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Baby Week Bradford 2023- Bradford Babies, Healthy Babies: Ready, Steady, Grow!

We had our 6th successful Baby Week Bradford from November 14-20 November 2023. Highlights included events that were held by partners across the whole district for babies and their families including woodland walks, story and rhyme time sessions and starting solids workshops. Over 160 people attended the workforce event hosted by Dr Amir Khan, and over 300 families joined us at Odsal for the family event with special guest CBeebies presenter George Webster. BBC Look North filmed the event and it aired on the evening news. We got Bradford WIGGLING to our very own song and dance for this year's Baby Week the 'Baby Week Wiggle', George Webster's video of the baby week wiggle reached over 10,000 views. In addition, in partnership with the Family Hubs we brought Baby Week Bradford and the Start for Life offer to families across the district at four events.

Better Start Bradford have continued to support the Baby Week Charity to promote and encourage a national Baby Week offer. Better Start Bradford's Baby Week journey and learning was showcased at a national learning event, following this, 9 local authority sites joined the Baby Week movement in 2023, a further 2 (Buckinghamshire and North Yorks) have approached BSB in 2024. We continue to contribute and shape the direction of Baby Week during the national stakeholder meetings and are developing plans locally with public health to ensure the sustainability of Baby Week within the Bradford district post 2025.

Family and Community Engagement

The Community Engagement team had a stall at Bradford Foundation Trust on Friday 31st March 2023 to promote our projects to refugee and asylum seekers. 120 Families attended. Food packs were given to all refugee families attending as well as Better Start information packs. An Eid Party was held at Mayfield Centre, 70 families attended and there were lots of activities for them to participate in. Partner organisations such as Bradford Council, HENRY, BIBBS, Bradford Doula's, the Perinatal Support Service, Cecil Arts and Living Well ran great activities for the children.

Better Start Bradford sponsored the early years element of the Bradford Literature Festival and attended the events to promote key messages and opportunities to get involved in projects and events. Better Start Bradford organised two Better Together community events (Beech Grove Park on 10th August & Seymour Park on 17th August) in partnership with Urban Saints, Bradford Council, West Yorkshire Police and Near Neighbours. Both events attracted over 150 families and consisted of a variety of activities and information stalls. It was used as a platform to promote Baby Week and other BSB projects with local families and stakeholders.

Baby Wellbeing Event at Airedale Shopping Centre (Keighley) on 21st September was organised with Airedale GP networks. The baby and wellbeing event was focused on health and increasing uptake of childhood immunisations. We engaged with a lot of families and received a great deal of interest regarding Baby Week

Autumn Festive Fun event for families at the Thornbury Centre in partnership with Inspired Neighbourhoods (INCIC). We had over 50 children who attended and engaged in the interactive sessions delivered by numerous organisations such as 50 things to do before you are 5, Family Action and Henry. The FACE Team and our Early Years Facilitator delivered an interactive session on low-cost play. Throughout the event, we promoted Baby week by handing out leaflets and enrolled families on to our WhatsApp group by using the QR code.

There was a puppet show as the main attraction which families gave great feedback around. We provided food and healthy food snack bags for all the children who attended.

Stay & Learn Training: Messy Play was delivered by The FACE Team supported our Early Years Facilitator alongside other interactive activities. The event was attended by many parents including childminders, looking for inspiration and new ideas and activities to keep children engaged.

BIBBS reached their target and recruited 5000 women to their Bibbs study. They acknowledged the help and support of Better Start Bradford and everyone who made this possible.

The Neighbourhood Project contract ended on 31st March. We organised a small event to highlight and acknowledge all the fantastic work they have done over the years and the impact this has had, especially around engagement of underrepresented groups.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

BSB Sustainability and Legacy

The programme continues to embed services into the local system and plan ahead for sustainability and legacy. We believe that the long-term sustainability of our programme objectives rests substantially with the community, providing the parent and child voice to the planning and delivery of services as well as transforming local places. They do this:

- Through building a shared understanding and ownership of, and participation in the types of work needed to support babies, young children and their families.
- Through sustained work to ensure that the neighbourhoods in which those families live provide a safe, positive environment in which they and their children can thrive.

Therefore, our strategic approach has been to establish that shared understanding and ownership through a wide-ranging programme of engagement activities and learning and networking opportunities.

Children and Young People's Mental Health Leadership and Programme Group

Better Start Bradford were invited to join this group to support the system development work in this area. **Infant mental health** is a key tenet of the overall Children and Young People's (CYP) mental health strategy but there is a role to play in securing sufficient investment going forward. We are working closely with the Deputy Director of Integration and Transformation at the Bradford District Care NHS Foundation Trust in trying to ensure that the Little Minds Matter project forms part of the Children's Mental Health Services in the future.

City of Culture 2025

Better Start Bradford are working with Bradford Council and the City of Culture team to explore how the City of Culture and wider Bradford cultural content will be relevant to communities and individuals who feel marginalised. The City of Culture team are recruiting **Connectors** who will be working closely with us and will be attending the Baby Week Steering Group meetings.

Education Alliance for Life Chances (EALC)

The EALC are developing plans to build on their Act Locally work to link it into academies. They have submitted a significant bid to the NLCF UK Fund and are through to the next round. We will be supporting this bid with a view to identifying where some of our programme legacy work may align – particularly our strong record of **parent involvement and coproduction**.

Reset day for Healthy Children and Families Board

Better Start Bradford continue to be represented at this board. This network provides an opportunity to influence the districts thinking and feed in the programmes key messages and learning in relation to **prevention and early intervention**. The reset day focused on the operating and governance structure for the board and priority setting for each of the four pillars (Best 1001 Days, Prevention & Early Help, Pathways, Complex Care) Following the reset day, they will be changing the governance structure of the Board. Better Start Bradford was credited for the contribution and opportunity it specifically offers the Prevention and Early Help pillar of work.

Talking Bradford

Our Early Years Specialist and our Maternal and Child Health Development Lead presented their research poster about developing the new Talking Bradford pathway at the prestigious Institute of Health Visitor's annual conference. See it here: [Research Poster - Talking Bradford](#)

To summarise we have had a successful 2023-'24 and we look forward to delivering the final phase of the programme in 2024-'25.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Community Buildings Management

The three Neighbourhood Centres carried very good and improved occupancy rates (97.2% combined) and sustained excellent retained tenant business. We encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services through the Cost of Living crisis.

A threefold strategy continues to control our costs;

Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.

Maintaining competition between contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.

Strategic assessment and implementation of appropriate technologies to improve long-term functionality and efficiency of the buildings.

Trident has started moving to replace its heat and hot water heating needs from fossil fuels (gas boilers) towards low-carbon technologies (heat-pumps); we have installed Air Source Heat Pumps at Parkside Sports Centre with an installation planned for Park Lane Centre in the new year. We are closely monitoring Parkside to learn lessons for our other buildings and to optimise efficient use of the new technology. If successful, we aim to carry out the process at the other sites to further reduce our carbon emissions and costs. This new strategy compliments our Solar Photo Voltaic Arrays at: Park Lane (28.20 kWp), Mayfield (30.00 kWp) and Woodroyd (26.40 kWp) which generated a combined annual yield of 69.1MWh for the period. Moving to solar has already given us some protection from energy price increases and started lowering our carbon emissions at each of the sites.

The Mayfield Centre is well established and has now been open for over 17 years. It has 97.8% average occupancy rate and is mainly home to our community organisation tenants. Also the local community use the centre for a range of activities. 13,653 people attended functions at the Mayfield hall and meeting rooms events.

The Park Lane Centre is also working well with 90% average occupancy rate. Being the base for the Community Enterprise Coaches it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. 6,145 people attended functions at the Park Lane hall and meeting rooms events.

The Woodroyd Centre as a key medical site delivering its services to the local community with NHS staff delivering GP telephone consultations, Community health outreach and food hub on-site. The Woodroyd Centre had 96% average occupancy. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community.

A rear extension at the Parkside Sports Centre has provided the sports hall with a large easy access equipment store. The sports centre has also benefited from installations of 56 kWpeak solar array, LED lights throughout, Air Source Heat Pump and battery facilities and upgraded digital connectivity. The improvements will make the centre cheaper and easier to operate and combined with promotions to encourage more women and girls and mixed-ability athletes to enjoy the centre.

With over 75% of events and bookings coming from our BD5 area and the diverse range of services that our tenants provide; services that include; Counselling that supports young people, families, individuals and couples, Support for adults with learning difficulties, Support for best practice in Pre-schools, Playgroups and Parent & Toddler groups, Children's Tuition, Adult Skills and Education, Debt and Benefit advice and Community Health – there is a positive impact in the BD5 area which we are proud to be involved in and plan to build on to improve the lives of people in the area.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****Parkside Sports Centre**

Parkside continues to develop as a diverse community hub offering a diverse range of physical activities and sports as well as a range of community services and training opportunities. It remains very well-used by the local community throughout every week. The centre is particularly pleased to host daily exercise sessions for women's and girl's every week. The period has seen a eight new groups using the Sports hall on a regular weekly basis, including a visually impaired indoor Cricket and Goal Ball teams. Parkside hosted this year's Yorkshire Goal ball tournament, which was huge success. The ladies winter Cricket league continues to run from Parkside Sports centre for the 4-year running and local women continue to be supported with exercise sessions and group sustainability support from Trident. The centre also continues to support and work with local young sports coaches and enables them to deliver sports sessions for children throughout the year including the school holidays.

Parkside continues to offer training courses, and hopes to build on this from September 2024. New courses this year includes: Health and Social care level 3 course, with Pathway training and the Job centre's pathways to employment.

Groups and sessions at Parkside Sports Centre.

Agent	Session
Yorkshire Cricket Foundation	Women's Cricket every Mondays
New Horizons	Cooking class every Monday in the Café
Job Centre	Advice and help with Job, CV writing and benefits
Women's summer Netball League	Every Sunday May - August
New Badminton session	Every Wednesdays 5-7pm
Dragon's juniors Basketball team	Weekly sessions with 30 junior players
Indoor Cricket	Visually impaired team
Goal Ball	Regular sessions by visually impaired Yorkshire
Bicycle library	Every Thursday 10am – 3pm
Bradford Trident	HAFS sessions for 20 children over 1 week Christmas, 1 week Easter and 4 weeks summer.
Youth Service	Sessions on Tuesday evenings for 20 girls
Literacy Trust	American bus, reading sessions and gave free books.
Yorkshire Cricket Foundation - women	Women cricket league over the winter months, 100+ women played in the competition.
New Horizons	Working with Special needs Clients using the upstairs space 10am till 3pm Mon-Fri and 12pm-3pm Saturdays and Sundays
Women's multi-sports	Local women run Exercise sessions on Mondays/Thursdays for 20-25 women weekly
West Bowling Youth Initiative	Children Cricket sessions over the winter months 30+ children attended.
Arabic School	Arabic School Mon – Fri 50 children attending each day
NAFS	Women's Exercise sessions for up to 20 women on Tuesday and Wednesday.
Driving Theory Test lessons	Theory Test learning session on Friday for up to 10 women
Reed wellbeing	Multiple Diabetes prevention Courses with 15-20 people attending each session.
Pathway training	Health and social care course with up to 15 participants every week for 20 weeks.
Charity events	Badminton, football tournaments, food and clothing stalls

Parkside remains a local venue for delivery of the Holiday Activities and Food programme for throughout August and Christmas week for 20 children daily for 4 weeks. Provision includes: Arts and Craft, age-appropriate education work sheets and food ingredients, for families to cook together at home and enjoy family meals together. The centre has also supported local families through working with local partner organisations such as Bradford Community Kitchen, Just Care and Bradford Community Advocacy and Debt Service, with support extending to more than 40 families over each of the Easter, Summer and Christmas holidays.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Parkside Sports Centre Extension

This year was the completion of the building refresh and retrofit. The centre now boast a good sized equipment store in the rear extension to the main sports hall. Retrofit measures have included a sizable photovoltaic array, battery storage, LED lighting throughout, new infrared heat lamps in the sports hall and air source heat pumps heating for the rest of the building and water. The Board would once again like to recognise and thank our generous supporters that have made the improvements possible lead by Garfield Weston Foundation and The Clothworkers Foundation and including ECB, Sports England, Power to Change – Business Development Fund, NHS Disability Fund, Sovereign Health Care Charitable Foundation, and Social Investment Bank.

New equipment has been installed in the sport hall thanks to support from Skipton Building Society Foundation, Warburtons Family Matters and the Dream Big Trust.

Better Place

Better Place has delivered 250 family sessions over the year including a wide variety of activities: forest school, cycling, planting, nature crafts, outdoor storytelling, lantern making, wood working, tool use and messy play. 2,584 babies and toddlers have attended and engaged with Better Place sessions. We also delivered 4 large events: two pop-up farms at Horton Park and Myra Shay, a summer lantern parade at Horton Park and a winter lantern parade at Peel Park. Collectively we had 2,170 people attend and take part in the community events across the sites.

We arranged 3 trips over the year visiting Malham Cove, Ingleborough Caves and an exclusive dad and tots' trip to Ilkley and many more to come! All the families who had attended stated never visiting the sites prior to the trip with us.



A sculpture map for families with young children to explore Better Place sites, was developed to introduce families to the range of sites offered and link them to the websites for further information.

In February, Better Place held a Wellbeing session for expectant/new parents at the Mayfield Centre. The event, which was well attended, focused on self-care, wellbeing and providing supportive information. There was a range of activities on the day including shoulder massage, Henna application, fruit tree grafting, creating your own smoothie and an opportunity to snack around the fire pit.

The project also supported 10 local organisations to apply for up to £500 each via the Better Place Outdoor Project fund, delivering exciting sessions: gardening, forest bathing, forest school, dance, outdoor play, messy play, delivered across the Better Place sites: St Vincent, Shine, Bowling Park, Horton Park, Bradford Moor Park, Peel Park, West Bowling Centre. The sessions were very well attended, both providers and attendees thoroughly enjoyed the activities, and it has encouraged organisations to take their delivery outdoors. It also gave many families a first-time experience in an activity they may not have been able to access before, such as dance and forest bathing.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Last winter due to the cost-of-living crisis the project supported families and encouraged further outdoor play by providing free, high quality weather appropriate clothing. We supported 200 disadvantaged families with providing waterproof clothing, socks, gloves and hats.

Better Place aims to keep providing high quality sessions for families to connect with nature, have a love for outdoors from a young age, try new activities and feel safe at Better Place sites which leads to looking after their local parks and greenspaces.

Park Lane Pre-School Nursery

As a single room nursery with outdoor play space based at Park Lane Centre in the heart of Little Horton, we have space for 32 children but had 26 attending this year.

We provide bespoke curriculum tasks for each child which focused on developing key skills and encouraging independence, social skills and communication, motivation, sensory adaptations, and engagement. We are also incorporating specialist advice from the Access and Inclusion Officer. During the year we had a child with moderate hearing loss who was visited by health professionals on a weekly basis and receive funding for this child to cover one-one additional support and four children with Special Educational Needs and staff worked with the families to support with their children's all-round development. Communication and language remain an increasing concern for most of our children and our staff are working very hard in providing 1:1 support through a range of activities and supporting parents with learning at home. We received additional Early Years Inclusion Funding (EYIF) for children that had significant delay in cognition and learning, communication, interaction, social, emotional, mental health, and sensory and physical skills. We provided individual support plans for each of the children using intensive interaction through a range of focussed activities linked to their interests.

The nursery is a member of the Early Years Alliance who provide training for all our staff and volunteers, giving them access to 20 free training programmes which is part of their CPD. Staff have completed the Early Years Professional Development Programme (EYPDP), delivered by the Education Development Trust. The objective of the EYPDP was to help to support children who have been most affected by COVID-19. The programme covered communication and language, maths, and personal, social, and emotional development. Other staff attended online behaviour courses and face to face training gaining knowledge and understanding in identifying children with SEND.

Volunteers, Students, and Support Assistants are greatly valued in the nursery and play an important role in interacting with children. We appreciate their help, and they make a huge difference as they provide resource to enable more work with some of the children on a 1:1 basis.

Playgroup was held every Tuesday morning during term time where we provide playgroup sessions for the community. This is working well for parents, babies and toddlers as they enjoy a wide range of activities in the hall. Learning Alliance and other services have visited including, Born in Bradford, Bradford Under Five's and Family Action. The nursery visited pop-up farm with our parents at Horton Park during summer term organised by Better Place where families enjoyed petting rabbits, chickens, ducks, goat, and sheep. At Christmas we received presents from Radio Magic for all our children. Thank you Radio Magic.

In July 2023 we had a leaving party for 6 children moving to reception class, and 7 children going to mainstream nursery they had their graduation photos taken and certificates were presented to them, the day was rounded off with a visit to Bradford City Park for a 'get together' in the summer heat.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Community Development Activities

Using an asset-based community development approach, Bradford Trident delivered a range of activities to support our communities. Community Development work supported:

- Work with partners from all sectors including the statutory, voluntary, faith and charitable with a view to co-ordinate services to combat local issues and support community needs. Work with multi-agency structures such as Neighbourhoods and Community Services meetings for Little Horton and City Wards, impacted and shaped service allocation and delivery for example: Days Of Action, faith community clean-ups, and anti-crime initiatives combatting Anti-Social Behaviour and the development of the Faith Forum's Community Action Reaches Everyone (CARE) campaign to combat crime and drug dealing.
- Local Neighbourhood Associations by improving their governance, fundraising ability and bid writing capacities so these structures can effectively design, organise and deliver a range of activities to support the needs of their respective neighbourhoods.
- Community Amateur Sports Clubs through the development of governance and capacity building to create a more robust and sustainable offer of sporting activities to local people.
- BD5 In Bloom Garden Competition partnership encouraged 50 residents to submit their gardens, with an awards ceremony and celebration event attended by over 100 people.
- A co-ordinated approach to volunteering for the area in partnership with local organisations from a range of sectors, signposted local volunteers to meet the demand and needs of local organisations.

Bike Library and Active Travel Hub

Weekly bicycle repairs and mechanical workshops were conducted through the BATH with a dedicated team of volunteers. Advice and courses on cycling safely on the roads through courses like Bikeability Levels 0.5, 1, 2 and 3. Teaching adults and children cycle repairs thereby instilling confidence in riding further than traditional short local journeys. The project increased the reach of work by working with partners including: Experience Community, Centre Point, MAPA, Healthy Life Cycles, Capital of Cycling, Margaret Cairey Foundation, Bradford Council and local schools and colleges.

This work has positively impacted Active Travel and contributed to the betterment of the air quality in the area whilst improving health. Through funding from West Yorkshire Combined Authority (WYCA) and CyclingUK BATH has:

- Promoted, facilitated, supported the delivery of Active Travel events, projects and programmes.
- Worked with 14 partners and engaged with 613 residents to enhance their cycling skills and confidence including, dozens of women from minority groups, many who have never cycled before.
- Delivered 56 cycling lessons to those that are learning and developing their cycling skills.
- Led 4 rides involving 28 fledgling cyclists.
- Enabled 1,227 miles travelled by those that borrowed an eBike from the service through our eBike Taster Sessions.
- Conducted 80 twice weekly guided repairs and maintenance suites.
- Engaged 108 residents in guided repairs via weekly maintenance sessions.
- Repaired and co-repaired over 200 bicycles, involving 9 volunteers that have given over 518 hours in kind.
- Developed 70 new cyclists from learning to ride to functional cyclists.
- Delivered 20 Active Travel Ambassador workshops to college students.
- Organised and partnered in events with 1,046 attendees.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Digital Inclusion

Through extensive work with partners the project has continued its work on digital inclusion with support from Good Things Foundation, including:

- Free Public Wi-Fi access – 100s of users, tenants and visitors of our centres have benefited from accessing our free public Wi-Fi in our centres.
- Free access to PCs – 27 people accessed our computers at our community centres to browse the internet, job search, access their benefit portals, better their digital skills and education by learning new IT skills with support from our friendly centre staff.
- Free data & calling sim cards –gifted free data sims to 77 people who are digitally excluded so they are able to access the digital world, stay in touch with loved ones and better their opportunities.

Through our networks, the project continually explores ways in which to support those most digitally marginalised with data, learning and devices.

Healthy Lifestyles Project and Central Locality Integrated Care Service (CLICS)

The Healthy Lifestyles Project delivers:

- Seniors lunch clubs: 31 on the register, averaged 25 attendees weekly over 49 weeks
- Women's group: 35 on the register, averaged 20 attendees weekly for 48 weeks
- Food Hub: 547 people supported during monthly session throughout the year
- Wellbeing Café: 31 on the register, averaged 23 attendees monthly
- Men's Group: 16 on the register, averaged 8 attendees weekly for 48 weeks

CLICS has support the establishment of 12 new groups through the small grants programme and support package including:

- Dad's group BD5: averaged 9 Dads across 10 sessions, ran at Bowling Old Lane Cricket club.
- Bradford African community healthy group: register of 58, averaged 15 attendees across 17 sessions
- Nutrition Advise Fitness & Selfcare, engaged 50 women at 3 sessions a week for 10 weeks.
- Little Panda yoga sessions at West Bowling Advice Centre delivered yoga and pilates sessions to 18 women from Slovakian, Roma, EU and South Asian communities.
- Ladies Cricket group at Parkside Sports Centre , averaged 23 women at weekly sessions.
- Ladies multisport exercise group at Parkside Sports Centre, averages 23 at weekly sessions mostly South Asian women.
- Mothers and daughters home-schooled Group at Parkside Sports Centre, averages 15, at weekly multisport sessions. The children are 12-18 years old.
- Ladies Coffee afternoon monthly at Mayfield Centre, up to 50 attendees. The group was the inspiration for starting many of the new volunteer led groups above.
- **SEND children and parents peer support group**, informative sessions with talks from local support services, has reached 43 attendees over 3 session, covering:
 - Chatterbug Speech Therapy
 - Seedlings Speech and Language Therapy
 - Aware organisation supporting children with Autism
 - Multi-agency market place including: Mind in Bradford, Equality Together, Mind the gap, Seedling speech therapy, Special Pathways, Barnardos and Bradford Stronger Together.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

CLICS Community development outreach engaged with over 246 individuals , signposting them to various groups in the community. A directory of local health assets (kumu software based) has over 224 organisations and services and is accessible via the Bradford Trident Website .

CLICS volunteering has support 12 volunteers involved in establishing the range of activities above. Jointly they contributed over 854 hours of their time to the projects. Each volunteer benefited from training including: Royal Society Public Health level 1, Making every Contact Count, Mental Health First Aid and various online courses such as Safeguarding.

Five of the groups above have survived beyond their initial funding period and are actively being supported to secure additional financial resource to continue their great community work.

Community Play Partnership development

Weekly free play sessions from the Play-pod were established in April 2023 at Parkside Park, with 220 children attending throughout the year. Play Forum meetings have support co-ordination of play related activities and initiatives in the area.

Enterprise Support

The programme provides personalised enterprise coaching to aspiring local entrepreneurs, and coaches them past the common pit falls help them research, consider, plan and implement new business activities in the area, generating economic activity, employment and considerable personal fulfilment. The programme has targeted engagement strategies which have been crucial in developing a robust pipeline of clients. This tailored guidance helps individuals either launch their businesses or secure employment opportunities.

Dedication to community outreach and strategic partnerships working has built trust with community agents and has significantly amplified the project's impact, with active partnership working at University of Bradford, City Library, Park Lane Centre and MAPA Bradford.

The 'Build Your Business' branded work has organised three community engagement events, each well-received by the community, with over 200 attendees, The events have provided significant opportunities for participants to network, exchange experiences, and learn from each other, as well as explore the opportunities business creation offers. The programme was present at:

- Climb 23 the biggest innovation, industry event in the country where the programme was promoted and recruited clients, along with the wider West Yorkshire start up and growth support system.
- Bradford University School of Management peer to peer AACSB event where the programme engaged with other key stakeholders who also add social value.
- Bradford University entrepreneurial festival where staff presented and advised local and international students about the start up support available, 30 pupils were engaged at the event.
- African Business Association event 200 plus attendees

Enterprise coaching in numbers:

• Enquiries and attendees at Engagements events	589
• BYB Clients	143
• Diagnostics completed	127
• Businesses created & self-employment	23
• Additional Job created	32
• Engagement Events organised	3

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Resilient Bradford –Trauma Informed Practice workforce training

The workforce training project has made significant progress in delivering training on adversities, trauma, and resilience to statutory and volunteer and community sector professionals from across the Bradford District. Tier 1 training focuses on helping professionals become trauma-informed and equips them with the knowledge and skills to understand and address the impacts of trauma.

- 3,611 training spaces created for Tier 1
- 1,015 professionals trained from 264 different organisations.

Tier 2 training, focuses on becoming trauma-responsive and goes a step further by encouraging organisations to implement changes in policies and services that reflect trauma-awareness. This aspect of the program has also been very well-received.

- 175 training spaces created for Tier 2
- 55 professionals completed training.

The feedback from both tiers has been overwhelmingly positive. Participants report a 37% average increase in their knowledge of adversities, trauma, and resilience after attending the sessions.

The project's goals remain to educate and support professionals across Bradford workforce in building trauma-informed and trauma-responsive services, and actively research new opportunities and approaches to further strengthen this initiative and thereby break the chain of trauma and adversity that can be perpetuated from generation to generation in our sometimes-troubled communities.

Community (Urban Parish) Council

Bradford Trident invested £20,000 into the Community (urban parish) Council to facilitate its operation and community activities, of which £10,000 is given to fund small grant awards, administered by the Community Council, to local community and voluntary groups.

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in note 19 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Trident Parkside Trading Limited - wholly owned subsidiary

In 2022 the charity set up a wholly owned trading subsidiary Trident Parkside Trading Limited (TPT) to manage the Parkside Sports Centre, however as the substantive front extension failed to secure its full funding package it did not go ahead. As a result the need for TPT did not materialise and it was agreed to close the trading company down as it had never traded.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Arise Yorkshire Limited – 4-way joint venture

In 2013 Trident joined forces with three other local community anchors to form a joint venture company call Arise (Yorkshire) Limited. The mission of Arise is for 'Similar community enterprises rooted in their own communities coming together to combine their collective experience, skills and delivery capacity to attract investment and win service delivery contracts for the economic, social, environmental and cultural regeneration of Bradford and beyond'. The company has successfully rejuvenated 21 formerly derelict houses and returned them to being homes, completed Community Health Asset mapping and research, delivered a multi-party integration programme and worked with partners in support of Community Owned and Managed Assets support project for the local VCS. Arise continues to own and lease out the 16 restored houses, having sold four in previous years, and one in this period and distributing gains equally to the joint venture members.

Bradford Community Energy – part share holder

Bradford Community Energy (BCE) was established to further the development of renewable energy projects in the district thanks to support from the Community Shares Unit, the Co-ops UK Booster programme and Bradford Council. Bradford Trident has a £3,750 share in BCE which owns and operates the solar panels on the Park Lane Centre and Mayfield Centre. BCE is a community benefit society, society registration number 008388.

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £7,421,921 (£6,364,349 in 2023) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,551,327 are fixed assets and a further £966,612 are restricted funds. The unrestricted reserve policy target is £457,000 made up of:

- redundancy reserve £118,000;
- six months operating costs £306,000;
- Buildings reserve £33,000;

Plus designated fund of:

- carbon reduction fund £60,000;
- designated investment property development fund £385,000, to diversify the property portfolio and secure future income generation opportunities.

The remaining free reserves are available to the charity to explore new service activities or other income generation. Consequently the Board of Trustees have no hesitation in declaring the charity to be a going concern.

Bradford Trident holds a significant property portfolio including three community hubs, one sport centre and three other investment properties. The investment strategy is to manage community hubs for delivery of local services and facilities for the community and use income from across the estate to generate funds to enable provision of community services. The buildings are actively managed and maintained and an unrestricted contingency reserve is being built to cover major future building related costs.

External funds

The Board of trustees are grateful for the contributions amounting to £8,541,557 in the financial year 2023/24. External funds are pursued to supplement community service delivery costs.

As of 31 March 2024, a balance of £962,863 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year eight of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

External Funding bodies 2023/2024	£
Better Start Bradford External Funds	
National Lottery Fund Grant – Fulfilling Lives: A Better Start	5,160,000
National Lottery Fund Grant – Fulfilling Lives: A Better Start Capital	272,308
Bradford District Care Foundation Trust – BSB match	40,829
West Yorkshire Police – BSB match	50,303
Bradford Council Early Childhood Services – BSB match	180,000
Bradford Council Public Health – BSB match	18,267
NHS Bradford & Districts ICB – BSB match	225,426
 Start for Life	 2,001,178
 BSB Sub Total	 7,948,311
 Grand Total	 7,948,311

Risk

The trustees actively review the major risks that the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions.

The trustees have also examined other operational and business risks that the charity faces and confirmed the establishment of systems to mitigate these, should they occur.

Risks relating to failures in safeguard children are mitigated through all staff receiving safeguarding training, clear delegation of roles and responsibilities and implementation of safeguarding policy and practices.

The risk of the impact of the departure of key staff is mitigated through creating a strong working culture and environment as well as succession planning and engaging all staff in the vision, strategy and plans.

Our budget and regularly reviewed financial plans as well as reserves ensure we don't have inadequate funding and strict policies and controls help reduce the risk of any financial fraud or mismanagement in our projects and operations.

The charity has put measures in place to manage these risks (robust financial procedures, training and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Plans for Future Periods,

All our services have felt the knock on effects of our community struggling with the cost of living crisis. Valued volunteers have been lost as they have had to seek additional employment, demands on the Family support service have steadily risen, the community has switched to survival mode and tensions have risen particularly amongst our youth.

Internally the last year has seen Trident focus on measures to reduce energy demand and increase use of low-carbon technologies. Our Green House Gas emission reduction plan has been ratified and building specific plans are being implemented, such as installing Air Sourced Heat Pumps, PV array and battery system at Parkside. Across the estate we are replacing aging lights with LED lights, monitoring and adapting our building management practices. The coming year will see improvements at Mayfield (enhanced PV and battery system) and Park Lane Air source heat pumps. It remains the Board's intention to roll out similar technology across the Trident estate linked with building materials improvements to improve insulation and air tightness.

2024/25 will see work to build on established partnerships for further commissions of work from Bradford Council, Bradford District and Craven Health and Care Partnership and West Yorkshire Combined Authority.:

- Enterprise Coaching Service (with Impact Hub)
- Adversity, Trauma and Resilience (ATR) workforce training (with the Wave Trust)
- Better Place -green space improvement and community green space engagement activities (with a range of local delivery partners)
- Active Travel (other Travel Hubs and Cycle UK)
- Digital inclusion work (Good Things Foundation and HMRC)

Our commitment to the local Community (Health) Partnership, Horton and City Health Collaboration will continue alongside with new partners at Millside and the Millan Centre as well as across the local VCS and with GP practices, Hospital services, the Care Trust, Social Services and Local Area Officers. Much has been accomplished to date but much more remains to be done to impact the determinates to health at play in the area.

The coming year will see:

- Continue to build local grassroots health ecosystem including sports and physical activity.
- Development of Parkside Sports Centre activities using available investment from a number of related funders.
- Further knowledge sharing from Better Start Bradford's programmes into local children's and maternity services, alongside sustaining community engagement and community led projects.
- Submission for workforce Trauma Informed Practice workforce training contract.
- Securing long-term funding for Better Places project.
- Further reduction in energy use in our building through fabric and systems improvements

Significant challenges remain in the BD5 area including: health inequalities, high infant mortality, below average academic attainment and low household income levels.

The vision of our Board of Trustees is that through our activities and those of our partners, over the coming years, the local area will continue to positively develop with a proud, healthy, active and welcoming community; a place where families thrive.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Structure, governance and management

Bradford Trident Limited, also known as Bradford Trident, is a registered charity and a company limited by guarantee and registered in England. It is governed by its memorandum and articles of association. The Trustees of Bradford Trident Limited have complied with their duty to have due regard to the charity commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

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:

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayooob	Community Director	
Ms Ramenpreet Haire	Business Director	
Cllr Shah M Khokhar	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	
Cllr Javed Khan	Community Councillor	
Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
Mr Ishaq Shafiq	Community Director	
Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)
Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)

Trustees are appointed through a variety of routes. Six trustees are appointed via the Community (urban parish) Council, two trustees are elected Ward Councillors, there are appointments from local issue specialists for: faith, business, health and youth issues, a treasurer trustee and two community trustees are recruited from local groups/ residents. All trustees, bar one, live or work in the BD5 area.

The board of trustees provide the strategic direction and scrutiny functions of the charity and are responsible for approving and overseeing the policies and practices of the organisation. The trustees meet at least quarterly. Day to day general management of the charity and operational responsibilities are delegated to the Executive Officers and Company Secretary.

The employment package (salary plus pension contribution) of Bradford Trident's highest paid employee is 4.75 times that of the least paid employee. There are three employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

All trustees have completed a training needs analysis and their individual training needs are reviewed on an bi-annual basis. New Trustees have an induction which gives information on the role of a Trustee and the workings of Bradford Trident. This involves a meeting with the Chief Executive, a pack of key documents and often involves visits to centres.

The Board of Trustees appoint the directors of our trading subsidiary Bradford Trident Trading Limited and the director representatives to our joint venture Arise (Yorkshire) Limited. Locally recruited service users form the Better Start Bradford Partnership Board, which steers Better Start Bradford's review and implementation functions. They receive guidance and support from the Better Start Executive which includes Bradford Trident's CEO, the Strategic Directors of Children's Services and Public Health (Bradford Council) and the Director of Collaboration (Bradford District and Craven Health and Care Partnership), Research Director (Born in Bradford) and Funding and Relationship Manager (National Lottery Fund).

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

Auditor

During the year Azets Audit Services Limited, trading as Azets Audit Services were appointed as auditors following their acquisition of Naylor Wintersgill.Limited, on 1 May 2023.

In accordance with the company's articles, a resolution proposing that Azets Audit Services 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, including the strategic report, was approved by the Board of Trustees.

Cllr Taj Salam - Chair

Dated: 11 December 2024

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2024

The Trustees, who are also the directors of Bradford Trident Limited 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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2024 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the 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; 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 Charity 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 and parent charity'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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

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 and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have 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 the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, 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 parent 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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

Alison Whalley (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

11 December 2024

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2024**

		Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	3	100,095	8,441,462	8,541,557	98,280	7,273,198	7,371,478
Charitable activities	4	356,158	152,963	509,121	404,611	95,075	499,686
Share of joint venture	4	(12,820)	-	(12,820)	-	(136,786)	(136,786)
Investments	5	857,969	59,252	917,221	903,810	18,219	922,029
Other income	6	27,009	-	27,009	24,735	-	24,735
Total income		1,328,411	8,653,677	9,982,088	1,431,436	7,249,706	8,681,142
<u>Expenditure on:</u>							
Raising funds	7	256,383	-	256,383	233,935	-	233,935
Charitable activities	8	1,241,810	7,426,324	8,668,134	1,186,911	7,618,285	8,805,196
Total resources expended		1,498,193	7,426,324	8,924,517	1,420,846	7,618,285	9,039,131
Net gains/(losses) on investments	10	-	-	-	180	-	180
Net (outgoing)/incoming resources before transfers		(169,782)	1,227,353	1,057,571	10,770	(368,579)	(357,809)
Gross transfers between funds		1,720,433	(1,720,433)	-	225,995	(225,995)	-
Net income/(expenditure) for the year/							
Net movement in funds		1,550,651	(493,080)	1,057,571	236,765	(594,574)	(357,809)
Fund balances at 1 April 2023		4,904,658	1,459,692	6,364,350	4,667,892	2,054,266	6,722,158
Fund balances at 31 March 2024		6,455,309	966,612	7,421,921	4,904,657	1,459,692	6,364,349

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2024**

		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14	2,195,833		1,789,795	
Investment properties	15	3,138,568		3,138,569	
Investments	17	3,751		3,750	
Programme related investments	16	213,175		225,995	
		5,551,327		5,158,109	
Current assets					
Debtors	20	610,600		768,718	
Cash at bank and in hand		3,221,591		3,279,220	
		3,832,191		4,047,938	
Creditors: amounts falling due within one year	21	(1,961,597)		(2,841,698)	
Net current assets		1,870,594		1,206,240	
Total assets less current liabilities		7,421,921		6,364,349	
Income funds					
Restricted funds	23	966,612		1,459,692	
<u>Unrestricted funds</u>					
Designated funds	22	2,180,843		800,000	
General unrestricted funds		4,274,466		4,104,657	
		6,455,309		4,904,657	
	26	7,421,921		6,364,349	

The accounts were approved by the Trustees on 11 December 2024

Cllr Taj Salam - Chair
Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**CHARITY BALANCE SHEET****AS AT 31 MARCH 2024**

		2024		2023	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14	2,195,833		1,789,795	
Investment properties	15	3,138,568		3,138,569	
Investments	18	3,850		3,850	
		<u>5,338,251</u>		<u>4,932,214</u>	
Current assets					
Debtors	20	637,835		795,462	
Cash at bank and in hand		3,188,080		3,246,247	
		<u>3,825,915</u>		<u>4,041,709</u>	
Creditors: amounts falling due within one year	21	<u>(1,960,284)</u>		<u>(2,840,433)</u>	
Net current assets		1,865,631		1,201,276	
Total assets less current liabilities		<u>7,203,882</u>		<u>6,133,490</u>	
Income funds					
Restricted funds	24	966,613		1,459,692	
<u>Unrestricted funds</u>					
Designated funds	22	2,180,843		800,000	
General unrestricted funds		<u>4,056,426</u>		<u>3,873,798</u>	
		6,237,269		4,673,798	
	26	<u>7,203,882</u>		<u>6,133,490</u>	

The accounts were approved by the Trustees on 11 December 2024

Cllr Taj Salam - Chair
Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2024**

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash absorbed by operations	30		(530,428)		(1,918,082)
Investing activities					
Purchase of tangible fixed assets		(444,422)		-	
Proceeds on disposal of tangible fixed assets		-		180	
Proceeds on disposal of investment property		-		213,350	
Investment income received		917,221		922,029	
Net cash generated from investing activities			472,799		1,135,559
Financing activities					
Repayment of bank loans		-		(400,000)	
Net cash used in financing activities			-		(400,000)
Net decrease in cash and cash equivalents			(57,629)		(1,182,523)
Cash and cash equivalents at beginning of year			3,279,220		4,461,743
Cash and cash equivalents at end of year			3,221,591		3,279,220

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS*****FOR THE YEAR ENDED 31 MARCH 2024***

	Notes	2024 £	£	2023 £	£
Cash flows from operating activities					
Cash absorbed by operations	30		(530,341)		(1,917,980)
Investing activities					
Purchase of tangible fixed assets		(444,422)		-	
Proceeds on disposal of investment property		-		213,530	
Investment income recieved		916,595		921,827	
Net cash generated from investing activities			472,173		1,135,357
Financing activities					
Repayment of bank loans		-		(400,000)	
Net cash used in financing activities			-		(400,000)
Net decrease in cash and cash equivalents			(58,168)		(1,182,623)
Cash and cash equivalents at beginning of year			3,246,248		4,428,871
Cash and cash equivalents at end of year			3,188,080		3,246,248

BRADFORD TRIDENT LIMITED

CHARITY STATEMENT OF CASH FLOWS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

1 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.

2 Accounting policies

Company information

Bradford Trident Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Park Lane Centre, Park Lane, Bradford, BD5 0LN. In the event of the charity being wound up, the liability of the guarantee is limited to £1 per member.

2.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, 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)" (as amended for accounting periods commencing from 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, [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.

As permitted by s408 Companies Act 2006, the charity has not presented its own profit and loss account and related notes. The charity's deficit for the year was £187,517 (2020 £105,881).

The consolidated financial statements incorporate those of Bradford Trident Limited and its subsidiary Bradford Trident Trading Limited.

All financial statements are made up to 31 March 2021. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those used by the parent.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

2.2 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.

2.3 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 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2024

2 Accounting policies

(Continued)

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

2.4 Incoming resources

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.

2.5 Resources expended

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.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

The basis of allocation follows the delivery plan agreed with the Government Office for North Yorkshire and Humberside. Primarily this means that costs are designated to specific projects. However, in addition all management and administration expenses are included in that section of the statement of financial activities.

2.6 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:

Freehold buildings	50 years straight line
Fixtures, fittings and office equipment	4 and 5 years straight line

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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

2 Accounting policies

(Continued)

2.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

2.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments which are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

2.9 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).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2.10 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

2 Accounting policies

(Continued)

2.11 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.

2.12 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2024	2024	2024	2023	2023	2023
	£	£	£	£	£	£
Donations and gifts	531	-	531	121	-	121
Grants	99,564	8,441,462	8,541,026	98,159	7,273,198	7,371,357
	100,095	8,441,462	8,541,557	98,280	7,273,198	7,371,478
Grants receivable for core activities						
Betterstart - The National Lottery Community Fund	-	7,948,311	7,948,311	-	6,983,743	6,983,743
Bradford Council - Preschool Funding	99,564	-	99,564	89,241	-	89,241
NHS Charities Together - Leeds Hospital Charity	-	-	-	-	24,888	24,888
Holiday Activities & Food (HAFS)	-	9,348	9,348	-	13,665	13,665
National Lottery Community Fund - Play Bradford	-	5,664	5,664	-	10,908	10,908
HM Government	-	-	-	-	-	-
Warm Space Grant - Bradford Council	-	-	-	1,000	-	1,000
Jubilee Grant	-	-	-	411	-	411
Diabetes awareness	-	-	-	7,507	-	7,507
Parkside Power to Change	-	386,538	386,538	-	180,000	180,000
Active Travel Hub	-	4,354	4,354	-	49,994	49,994
Power to Change - Mayfield Insulation	-	-	-	-	10,000	10,000
Family Crisis	-	61,839	61,839	-	-	-
Cash for Kids - Cost of Living	-	2,500	2,500	-	-	-
Reboot Grant - Health	-	13,357	13,357	-	-	-
LSCG - Grant Community Lunches	-	9,551	9,551	-	-	-
	-	-	-	-	-	-
	99,564	8,441,462	8,541,026	98,159	7,273,198	7,371,357

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****4 Charitable activities**

	Charitable activities 2024 £	Share of joint venture 2024 £	Total 2024 £	Charitable activities 2023 £	Share of joint venture 2023 £	Total 2023 £
Sales within charitable activities	82,850	-	82,850	85,149	-	85,149
Performance related grants	426,271	-	426,271	414,537	-	414,537
Movement in value of joint venture (see note 16)	-	(12,820)	(12,820)	-	(136,786)	(136,786)
	<u>509,121</u>	<u>(12,820)</u>	<u>496,301</u>	<u>499,686</u>	<u>(136,786)</u>	<u>362,900</u>
Analysis by fund						
Unrestricted funds	356,158	(12,820)	343,338	404,611	-	404,611
Restricted funds	152,963	-	152,963	95,075	(136,786)	(41,711)
	<u>509,121</u>	<u>(12,820)</u>	<u>496,301</u>	<u>499,686</u>	<u>(136,786)</u>	<u>362,900</u>
Performance related grants						
Resilient Bradford	98,830	-	98,830	124,259	-	124,259
Good things Foundation	-	-	-	2,040	-	2,040
BMDC Build Your Business	163,278	-	163,278	189,963	-	189,963
Good Things Foundation - HMRC Grant	8,200	-	8,200	3,200	-	3,200
Better Place	152,963	-	152,963	95,075	-	95,075
Health Messaging - Living Well Workplace	3,000	-	3,000	-	-	-
	<u>426,271</u>	<u>-</u>	<u>426,271</u>	<u>414,537</u>	<u>-</u>	<u>414,537</u>

5 Investments

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total Unrestricted funds 2024 £	Total Unrestricted funds 2023 £
Rental income	833,164	-	833,164	837,277
Distribution from joint venture investments	12,888	-	12,888	59,254
Interest receivable	11,917	59,252	71,169	25,498
	<u>857,969</u>	<u>59,252</u>	<u>917,221</u>	<u>922,029</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024**6 Other income**

	Unrestricted funds	Unrestricted funds
	2024	2023
	£	£
Sundry income	27,009	24,735

7 Raising funds

	2024	2023
	£	£
<u>Fundraising and publicity</u>		
Agency cover	34,290	27,704
Staff costs	222,093	206,231
Fundraising and publicity	256,383	233,935
	256,383	233,935

8 Charitable activities

	2024	2023
	£	£
Staff costs	1,399,245	1,327,222
Project costs	6,387,972	6,709,409
	7,787,217	8,036,631
Share of support costs (see note 9)	854,293	742,506
Share of governance costs (see note 9)	26,624	26,059
	8,668,134	8,805,196
Analysis by fund		
Unrestricted funds	1,241,810	1,186,911
Restricted funds	7,426,324	7,618,285
	8,668,134	8,805,196

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****9 Support costs**

	Support costs	Governance costs	2024	Support costs	Governance costs	2023
	£	£	£	£	£	£
Staff costs	-	15,680	15,680	-	15,680	15,680
Printing, postage, stationery and design	1,836	-	1,836	7,173	-	7,173
Repairs	93,825	-	93,825	62,323	-	62,323
Property expenses	565,885	-	565,885	507,596	-	507,596
Office costs	151,353	-	151,353	103,106	-	103,106
Other staff costs	6,317	-	6,317	9,747	-	9,747
Bad debts	3,939	-	3,939	19,544	-	19,544
Legal and professional fees	12,661	-	12,661	16,919	-	16,919
Bank charges and interest	205	-	205	264	-	264
Irrecoverable VAT	17,301	-	12,625	13,427	-	13,427
Sundry expenses	971	-	971	5,278	-	5,278
Audit fees	-	9,799	9,799	-	9,750	9,750
Meeting costs	-	994	994	-	504	504
Sundry expenses	-	151	151	-	125	125
	<u>854,293</u>	<u>26,624</u>	<u>880,917</u>	<u>742,506</u>	<u>26,059</u>	<u>768,565</u>
Analysed between Charitable activities	<u>854,293</u>	<u>26,624</u>	<u>880,917</u>	<u>742,506</u>	<u>26,059</u>	<u>768,565</u>

Governance costs includes payments to the auditors of £9,799 (2023- £9,250) for audit fees.

10 Net gains/(losses) on investments

	2024	2023
	£	£
Revaluation of investment properties	-	180

11 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024**12 Employees****Number of employees**

The average monthly number of employees during the year was:

	2024 Number	2023 Number
Project staff	55	56
Management and administration	18	14
	<u>73</u>	<u>70</u>

Employment costs

	2024 £	2023 £
Wages and salaries	1,517,292	1,422,524
Social security costs	71,926	76,786
Other pension costs	47,800	49,823
	<u>1,637,018</u>	<u>1,549,133</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2024 Number	2023 Number
£60,001 - £70,000	<u>2</u>	<u>2</u>

Contributions totalling £9,785 (2023: £8,211) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £503 were reimbursed to one trustee (2022: telephone expenses of £424 to one trustee).

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****14 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2023	1,886,962	145,635	2,032,597
Additions	441,591	2,832	444,423
At 31 March 2024	2,328,553	148,467	2,477,020
Depreciation and impairment			
At 1 April 2023	134,637	108,165	242,802
Depreciation charged in the year	29,069	9,316	38,385
At 31 March 2024	163,706	117,481	281,187
Carrying amount			
At 31 March 2024	2,164,847	30,986	2,195,833
At 31 March 2023	1,752,325	37,470	1,789,795

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024**15 Investment property - Group and Charity****2024****£****Fair value**

At 1 April 2023 and 31 March 2024

3,138,568

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2016 by Sharma Williamson Chartered Surveyors, who are not connected with the Charity. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties. The Trustees do not consider the value of the property to have changed since this date. There has been no more recent valuations.

16 Programme related investments**£**

At 1 April 2023

225,995

Additions

(12,820)

At 31 March 2024

213,175

Programme related investments relates to a 25% share in Arise Yorkshire Limited, a company registered in England and Wales (Company number 08408211).

The reduction in value relates to a prior year adjustment in the financial statements for Arise Yorkshire Ltd for the year ended 31 March 2023 in relation to deferred taxation and the revaluation of properties. The investment is now recognised as unrestricted as the restriction on the distribution of the assets of the company has been removed.

17 Fixed asset investments - Group**2024****£****2023****£**

Unlisted investments

3,751

3,750

3,751

3,750

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024

17 Fixed asset investments - Group		(Continued)	
Movements in fixed asset investments			Shares
			£
Cost or valuation			
At 1 April 2022 & 31 March 2023			3,750
			<u> </u>
Carrying amount			
At 31 March 2024			3,750
			<u> </u>
At 31 March 2023			3,750
			<u> </u>
18 Fixed asset investments - Charity		2024	2023
		£	£
Investments in subsidiaries		100	100
Unlisted investments		3,750	3,750
		<u> </u>	<u> </u>
		3,850	3,850
		<u> </u>	<u> </u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****19 Subsidiaries**

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
Bradford Trident Trading Limited England	Trading of investment property	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries was as follows:

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,964	1,931	1,931	-

20 Debtors

	Group 2024	2023	Charity 2024	2023
Amounts falling due within one year:	£	£	£	£
Trade debtors	117,323	167,511	117,323	167,510
Amounts due from subsidiary undertakings	-	-	27,234	26,745
Other debtors	127	1,721	127	1,721
Prepayments and accrued income	493,150	599,486	493,150	599,486
	610,600	768,718	637,834	795,462

21 Creditors: amounts falling due within one year

	Group 2024 £	2023 £	Charity 2024 £	2023 £
Other taxation and social security	43,676	49,392	43,676	49,392
Trade creditors	1,149,329	960,953	1,149,329	960,953
Other creditors	4,809	33,600	4,809	33,600
Accruals	763,783	1,797,753	762,470	1,796,489
	1,961,597	2,841,698	1,960,284	2,840,434

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****22 Designated funds - Group and Charity**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2022	Transfers	Balance at 1 April 2023	Transfers	Balance at 31 March 2024
	£	£	£	£	£
Investment Property Development Fund	220,000	-	220,000	165,000	385,000
Carbon Reduction Fund	90,000	-	90,000	(30,000)	60,000
Redundancy Fund	177,000	30,000	207,000	(89,000)	118,000
Contingency Fund	248,000	5,000	253,000	53,000	306,000
Buildings Reserve	30,000	-	30,000	3,000	33,000
Woodroyd	-	-	-	520,442	520,442
Park Lane	-	-	-	758,401	758,401
	<u>765,000</u>	<u>35,000</u>	<u>800,000</u>	<u>1,380,843</u>	<u>2,180,843</u>

The Investment Property Development Fund is funds set aside to develop a property with the intention of the property generating further income for the Charity. The fund is expected to be spent within the next twelve to twenty four months.

The Carbon Reduction Fund is funds set aside to enable the Charity to reduce its carbon footprint.

The Redundancy and Contingency Funds are funds set aside in the unlikely event of a significant loss in funding. The funds are not expected to be spent in the foreseeable future.

The Buildings Reserve is funds set aside for unexpected repairs to the buildings. Do to the nature of the fund the funds are not expected to be spent in the foreseeable future.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****23 Restricted funds - Group**

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2022 £	Movement in funds			Balance at 1 April 2023 £	Movement in funds			Transfers £	Balance at 31 March 2024 £
		Incoming resources £	Resources expended £			Incoming resources £	Resources expended £			
Woodroyd	520,442	-	-		520,442	-	-		(520,442)	-
Park Lane	758,401	-	-		758,401	-	-		(758,401)	-
Better Start	293,143	7,001,962	(7,218,463)		76,642	8,007,564	(7,121,339)		-	962,863
Holiday Play Provision	-	13,665	(13,665)		-	9,348	(9,348)		-	-
Leeds Hospital Charity	-	24,888	(24,888)		-	-	-		-	-
Parkside Extension	115,750	180,000	(249,663)		46,087	386,538	8,965		(441,590)	-
Play Bradford	-	10,908	(10,908)		-	5,664	(5,664)		-	-
BCE Investment in Shares	3,750	-	-		3,750	-	-		-	3,750
Arise Yorkshire Limited (see note 16)	362,781	(136,786)	-		-	-	-		-	-
Better Place	-	95,075	(95,075)		-	152,963	(152,963)		-	-
Active Travel Hub	-	49,995	(240)		49,755	4,354	(54,109)		-	-
Power to Change - Insulation Mayfield	-	10,000	(5,381)		4,619	-	(4,619)		-	-
Family Crisis	-	-	-		-	61,839	(61,839)		-	-
Cash for Kids - Cost of Living	-	-	-		-	2,500	(2,500)		-	-
Reboot Grant - Health	-	-	-		-	13,357	(13,357)		-	-
LSCG - Community Grant Lunches	-	-	-		-	9,551	(9,551)		-	-
	2,054,266	7,249,707	(7,618,283)		1,459,696	8,653,678	(7,426,324)		(441,590)	966,613

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2024

23 Restricted funds - Group **(Continued)**

Woodroyd and Park Lane relate to funds received from the European Regional Development Fund for work on the buildings. Should these properties be sold before 2023, the monies may be repayable.

Parkside extension spend relates to grants received to improve the sports hall.

Public Health, Well Being Cafe and Cycling Event all relate to funds received from Bradford City Council for the purpose for which they are named.

Better Start relates to funds received from Big Lottery Fund, City of Bradford Metropolitan District Council, Bradford District and City Clinical Commissioning Groups, West Yorkshire Police and Bradford District Care Trust to help parents give their children the best start in life.

Bike Library is funding received from Welcome to Yorkshire to operate a bike library.

The Community Asset Project is funding received from Bradford District and City Clinical Commissioning Groups in relation to research into community health assets.

Community meals relates to funds received to provide meals for the local community.

Diabetes Prevention and Management relate to the provision of one to one support for the prevention and management of diabetes,

Healthy Lifestyles is funding received to raise awareness of lifestyle changes.

Active Travel (WYCA) is funding to promote cycling and walking to people looking for work.

Right Conversation is funding to raise awareness of the alternatives to the Accident and Emergency department.

Better Place is a commission from Better Start Bradford funded by the National Lottery Community Fund to provide support and activities for very young families to engage with their local green spaces and to provide play opportunities for very young children.

Community Play Partnership is funding from the National Lottery Community Fund via Play Bradford to support activities to enable children to play out more.

Active Travel Hub is funding from West Yorkshire Combined Authority for support to help commuters adopt active travel modes of transport (walking, cycling and scooting).

Power to Change - Resilient Communities Fund is funding to help community business to make capital improvements to reduce their energy bills and so become more resilient organisations.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024**

24	Restricted funds - Charity	Balance at 1 April 2022 £	Movement in funds		Balance at 1 April 2023 £	Movement in funds		Transfers £	Balance at 31 March 2024 £
			Incoming resources £	Resources expended £		Incoming resources £	Resources expended £		
	Woodroyd	520,442	-	-	520,442	-	-	(520,442)	-
	Park Lane	758,401	-	-	758,401	-	-	(758,401)	-
	Better Start	293,143	7,001,962	(7,218,463)	76,638	8,007,564	(7,121,339)	-	962,863
	Play Bradford	-	10,908	(10,908)	-	5,664	(5,664)	-	-
	Holiday Play Provision	-	13,665	(13,665)	-	9,348	(9,348)	-	-
	Leeds Hospital Charity	-	24,888	(24,888)	-	-	-	-	-
	Parkside Extension	115,750	180,000	(249,663)	46,087	386,538	8,965	(441,590)	-
	BCE Investment in Shares	3,750	-	-	3,750	-	-	-	3,750
	Cleaner Streets	-	-	-	-	-	-	-	-
	Log In, Check In, Move Up	-	-	-	-	-	-	-	-
	Better Place	-	95,075	(95,075)	-	152,963	(152,963)	-	-
	Active Travel Hub	-	49,995	(240)	49,755	4,354	(54,109)	-	-
	Power to Change Mayfield Insulation	-	10,000	(5,381)	4,619	-	(4,619)	-	-
	Family Crisis	-	-	-	-	61,839	(61,839)	-	-
	Cash for Kids - Cost of Living	-	-	-	-	2,500	(2,500)	-	-
	Reboot Grant - Health	-	-	-	-	13,357	(13,357)	-	-
	LCSG - Grant Community Lunches	-	-	-	-	9,551	(9,551)	-	-
		1,691,486	7,386,493	(7,618,283)	1,459,692	8,653,678	(7,426,324)	(1,278,843)	966,613

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2024

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2024 £	2023 £
Aggregate compensation	232,954	223,786

There were no other disclosable related party transactions during the year (2023 - none).

26 Funds

Funds - Charity

- 50 -

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2024****27 Analysis of net assets between funds - Group**

Fund balances at 31 March 2024 are represented by:

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total Unrestricted funds 2024 £	Designated funds 2023 £	Restricted funds 2023 £	Total 2023 £
Tangible assets	916,990	1,278,843	-	2,195,833	-	1,324,930	1,789,795
Investment properties	3,138,568	-	-	3,138,568	-	-	3,138,569
Investments	-	-	3,751	3,751	-	3,750	3,750
Programme related assets	213,175	-	-	213,175	-	-	225,995
Current assets/(liabilities)	5,733	902,000	962,861	1,870,594	800,000	131,012	1,206,240
	4,274,466	2,180,843	966,612	7,421,921	800,000	1,459,692	6,364,349

28 Analysis of net assets between funds - Charity

	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £	Unrestricted funds 2023 £	Designated funds 2023 £	Restricted funds 2023 £	Total 2023 £
Tangible assets	916,990	1,278,843	-	2,195,833	464,865	-	1,324,930	1,789,795
Investment properties	3,138,568	-	-	3,138,568	3,138,569	-	-	3,138,569
Investments	100	-	3,751	3,851	100	-	3,750	3,850
Current assets/(liabilities)	768	902,000	962,861	1,865,629	270,264	800,000	131,012	1,201,276
	4,056,426	2,180,843	966,612	7,203,881	3,873,798	800,000	1,459,692	6,133,490

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2024**29 Analysis of changes in net funds**

The Charity had no debt during the year.

30 Cash generated from operations - Group

	2024	2023
	£	£
Surplus/(deficit) for the year	1,057,571	(357,809)
Adjustments for:		
Investment income recognised in profit or loss	(917,221)	(922,029)
Fair value gains and losses on investment properties	-	(180)
Share of joint venture	12,820	136,786
Depreciation and impairment of tangible fixed assets	38,385	39,478
Movements in working capital:		
Decrease/(increase) in debtors	158,118	(140,978)
(Decrease) in creditors	(880,101)	(673,349)
Cash absorbed by operations	(530,428)	(1,918,081)
Cash generated from operations - Charity	2024	2023
	£	£
Surplus/(deficit) for the year	1,070,391	(221,023)
Adjustments for:		
Investment income recognised in profit or loss	(916,595)	(921,827)
Fair value gains and losses on investment properties	-	(180)
Depreciation and impairment of tangible fixed assets	38,385	39,478
Movements in working capital:		
Decrease/(increase) in debtors	157,628	(141,079)
(Decrease) in creditors	(880,150)	(673,348)
Cash absorbed by operations	(530,341)	(1,917,979)

BRADFORD TRIDENT LIMITED

England & Wales - Charity number 1107561

Accounts

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2023

Charity Registration No. 1107561
Company Registration No. 04084653 (England and Wales)

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Treasurer	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	
	Ms Ramenpreet Haire	Business Director	
	Cllr Shah Mohammed Khokar	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	
	Cllr Javed Khan	Community Councillor	
	Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
	Mr Ishaq Shafiq	Community Director	
	Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)
	Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)

Secretary Carlton Smith

Executive Officers Carlton Smith (Chief Executive Officer)
Alexandra Spragg (Programme Director Better Start Bradford)

Charity number 1107561

Company number 04084653

Auditor Azets Audit Services
Carlton House
Grammar School Street
Bradford
BD1 4NS

Bankers CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Malling
Kent
ME19 4JQ

Solicitors Gordons LLP
Forward House
8 Duke Street
Bradford
BD1 3QX

BRADFORD TRIDENT LIMITED

CONTENTS

	Page
Trustees report	1 - 25
Statement of Trustees responsibilities	26
Independent auditor's report	17-19
Group statement of financial activities	30
Group balance sheet	31
Charity balance sheet	22
Group statement of cash flows	33
Charity statement of cash flows	24
Notes to the accounts	35 - 55

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report and financial statements for the year ended 31 March 2023.

The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the Charity's memorandum and articles of association, 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 2015)"

Headline Summary

Trident has further expanded its activities this period with the commencement of Resilient Bradford (Adversity Trauma and Resilience workforce training) programme and the Better Place project. Both are high profile projects delivering first class services to fellow frontline services and local residents, respectively.

Our projects have once again benefited from the very welcome support of our 191 volunteers who have gifted 7,305 hours of their time. We have sustained our wide range of community services through a testing time of rising costs and low central government investment. This year has also seen major strides in reducing our centres energy demand and the beginning of the implementation of our green house gas emissions reduction strategy.

Our services and activities were accessed by 29,593 local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports centre and Bike Library) to the old and very old (Healthy Lifestyles). Trident are proud and delighted that the diversity of our users closely reflects in the diversity of our neighbourhood.

Climate Action

On 28 August 2021 the Trident Board unanimously committed to recognising that climate change poses a threat to the economy, nature and society-at-large, Trident commits to take action immediately in order to:

- Halve our greenhouse gas emissions before 2030
- Achieve net zero emissions before 2050
- Disclose our progress on a yearly basis

In doing so, we were proud to be recognised in 2021 by the United Nations Race to Zero campaign, and join governments, businesses, cities, regions, and universities around the world that share the same mission.

Trident has publicly made the above commitment via the SME Climate Hub. For the period our Equivalent Carbon Dioxide estimated emissions were 325tonnes (385tn 2022) using the Normative Business Carbon Calculator provided by the SME Climate Hub. The 325tn is made up from Scope 1: 13.7tnCO₂e (4%) (207tnCO₂e 2022), Scope 2: 141tnCO₂e (43%)(98.4tnCO₂e 2022), and scope 3: 170tnCO₂e (43%) (79.2tnCO₂e 2022), emissions. The 16% reduction has been achieved through the milder winter, installation of more LED lights and movement sensor switches in communal areas. Trident has finalised its Green House Gas emission reduction plan and will move to deliver greater building fabric improvements over the coming 3 years.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Objectives and activities

Bradford Trident supports the Charity Governance Code and is working towards implementing the seven principals across the charity.

The purpose of Bradford Trident Limited is the promotion for the benefit of the public of a regeneration programme within and around BD5 by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- (d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need;
- (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 or improvement of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or other bodies of a statutory duty to provide or improve housing;
- (g) the maintenance, improvement or provision of public amenities;
- (h) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities;
- (i) the protection or conservation of the environment;
- (j) the provision of public health facilities and childcare;
- (k) the promotion of public safety and prevention of crime;

and such other charitable purposes for the benefit of the inhabitants of the Area of Benefit as the Board may determine from time to time.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

From community consultations, dialogue within our local networks and forums and discussions of the Board and other stakeholders the Bradford Trident aims and activities for the BD5 area have been agreed as:

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Coaching service (Build Your Business) Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Adversity, Trauma and Resilience Workforce Development Digital Inclusion support Bike Library
Improve health and wellbeing	Health and Wellbeing programmes (CLICS) Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery Bike Library
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council Bike Library
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes Better Place programme

The BD5 and surrounding area continues to be characterised by health inequalities, below average educational attainment and below average employment rates, particularly for younger people, and income deprivation affecting older people and families with children. Our programmes are designed to address these issues.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

By delivering against these objectives Bradford Trident will contribute towards it's legal purpose of the regeneration of the BD5 and surrounding area. Measurers used to assess success include: building usage data, nursery attendance and child development assessments, improvements in children's outcomes (social, emotional, language, environmental), progression through the healthy lifestyles journeys, sport centre activities and usage, community action days and volunteer numbers and hours, bike loans and training delivered (courses, attendees), enterprises supported and jobs created.

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)
Community Hubs	6.34	19,850	788 (9.1%)
Core functions (inc' Overheads)	3.53	-	272 (3.1%)
Community Development	0.28	15	27 (0.3%)
Community Council	0.00	-	20 (0.2%)
Healthy Lifestyles	2.20	322	65 (0.7%)
Parkside Sports Centre	1.71	778	120 (1.4%)
Bike Library	0.20	828	1 (0.001%)
Park Lane Preschool	4.18	28	111 (1.3%)
Digital Inclusion support & Covid response	0.20	136	3 (0.03%)
Better Start Bradford	25.03	7,436	6,655 (76.5%)
Enterprise Coaching	1.60	76	193 (2.2%)
Better Place	2.25	-	82 (0.9%)
Adversity, Trauma and Resilience Workforce Development	2.80	224	119 (1.4%)
Parkside Extension	-	n/a	248 (2.8%)
Total	50.32	29,593	£8,704,285

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 79 staff (50.32 Full Time Equivalents), 64 (40.45 FTE) are engaged in project/service delivery and 15 (9.87 FTE) are busy with core functions and facilities. In other words 20% of charity energies are involved in running the charity and its assets, 80% is spent on delivering community services.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 191 volunteers and their 7,305 hours of volunteered time. Using the UK Living wage (£9.90) as the going rate this equates to £72,320.

Programme (Activity)	Nos. of Volunteers	Vol' hours
Better Start Bradford (activity support)	103	4,944
Community Development (community activism)	14	200
Bike Library	9	580
Digital Inclusion support	51	159
Preschool Nursery	2	456
Enterprise Coachin	0	0
Community Buildings	0	0
Parkside Sports Centre	10	400
Healthy Lifestyles (activity support)	17	483
Trustees (strategic direction)	15	83
Total	191	7,305

Strategic Report

Achievements and performance

Cost of Living Response

Fuel bills have increased and inflation is still affecting the cost of food and essentials for families across our neighbourhood. The team have secured resources to assist:

- Family Crisis Support and food hub at Parkside funded by Community Partnership 6 (Core20Plus funds)
- access to IT equipment and data to enable residents to access online services thanks to the Good Things Foundation,
- provision of free play activities for our very young and young families.

In the winter 22/23 the effects of the Cost of Living crisis first emerged and the tide of need has steadily grown month on month since. The measures put in place have assisted hundreds of households but the demand continues to far exceed the available provision.

Trident's Board of Trustees salutes the adaptability and dedication of its staff team and resilience and comradery of our communities throughout these testing times. The generosity and support of local funders and those that have made resources has been invaluable.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Better Start Bradford (BSB)

BSB's vision is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. 8 years into a 10-year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development.

Covid -19 continued to impact on service delivery for most of the year with adapted models of working and delivering adopted by the projects and programme team, however significant progress was made across all aspects on the programme.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Learning Together

- Early Education and Play and Learn settings were funded to deliver events promoting the take up of 2-year-old funded early education places. Following the success of last year's investment which resulted in a significant increase in take up across Bradford East.
- BSB are supporting the Adversity, Trauma and Resilience project team building on the expertise developed within the programme to inform the district wide training and development programme.
- **Act as One Priorities Reset Event**

Better Start Bradford and partners participated in the event held on 30th September. The priorities relate to the following:

- Children and Young People
- Workforce Development
- Healthy Communities
- Access to Care and Mental Health
- Learning Disabilities
- Neurodiversity

Participants were invited to share good practice which could support these areas. Much of the work of Better Start was referenced across a number of the areas and we expect to build on this with the Health and Care Partnership.

Baby Week Bradford

The 5th annual Baby Week Bradford took place between 14-20th November 2022

The theme this year was around speech, language and communication in the early years and the week consisted of two large scale events organised by Better Start Bradford with 18 other events organized by partners across the district.

Family and Community Engagement

- A summer programme of events was delivered in partnership with the Neighbourhoods Workers, Better Place and partners using community facilities and outdoor space. Highlights included the Parkway Park Circus event which had over 500 participants and a dads and male carers trip to Ilkley.
- The Happy Early Years Fund (revised PiTL) was launched by the Lord Mayor and initial round of applications opened.
- The ongoing relationship with Bradford Literature Festival resulted in a dedicated early years zone within City Park and activities delivered throughout the week for very young children and their parents.
- The BSB Partnership Board toured a number of the Better Place sites to see the impact the investment has made and understand how parents have contributed to the planning, development and delivery of the project.
- **Community Engagement Service Design Review 2020** - Thank you to the many community stakeholders that supported the review of the Better Start Bradford Community Engagement Service Design. A paper has now been published in the PLOS One Journal as detailed below:

Developing a socio-ecological model for community engagement in a health programme in an underserved urban area <https://journals.plos.org/plosone/article?id=10.1371/journal.pone.0275092>

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

HEY! Fund Round 1

Following the launch event, the development of the HEY! Fund is progressing at pace! Training was delivered to support applicants; the pre-paid 'SOLDO' card system was set up and 12 Panel Member Volunteers were recruited. The new scoring system developed and most importantly, 13 applications were received for Round 1!

- **Prevention & Early Help Drop Ins**

Barkerend Hub developed a regular Coffee Morning for families to find out more about services available to them. The family and community engagement (FACE) Team have been attending to raise awareness of the Better Start Bradford offer and collaborate on 2-year-old uptake.

- **Thornbury Centre - Family Fun Day**

The team supported the recent Family Fun Day at the Thornbury Centre which attracted 70 families. Activities available ranged from pampering and mehndi to junk modelling and creative play for the under 4's. It was a good opportunity to promote BSB to the Bradford Moor community.

The Early Years Team FACE and Neighbourhood Team have worked in partnership with the Local Authority to prioritise the uptake of 2-year-old places in Bradford East

The figures showed a dramatic increase within the East Hub area following our funding of summer events promoting it. In October, we were at 75%; an increase of 9% from Spring Data with the following breakdown:

Bolton and Undercliffe 81.1% with an increase of 14.1 %

Bowling and Barkerend 70% with an increase of 9%

Bradford Moor 79.5% with an increase of 14.5%

Eccleshill 84.6%

Little Horton 61.5% with an increase of 8.5%

Idle and Thackley 87%

(Figures shared directly by the East Family Hub Manager)

Better Place & FACE Meeting Network

The FACE Team and Better Place led a meeting to collaborate with 17 community partners to develop the Autumn Events Planner. It would include a combination of lantern parades, holiday activities and park events culminating with the ever-popular Festive Fun Event at the National Science Museum.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Sustainability and Legacy

- BSB projects and ways of working are informing the proposals for the District Start for Life offer which is being supported by BSB team members.
- BSB staff have worked with partners to develop a Speech, Language and Communication pathway to support families and professionals to access appropriate support.
- **Dame Andrea Leadsom visits** – Ahead of the publication of the Start for Life guidance Dame Andrea Leadsom and Matthew Price from the Start for Life unit visited Better Start Bradford to discuss good practice developed within the programme and shape areas around data and impact.
- **Institute of Health Visiting Conference** - Our Integration & Change manager presented with the other Better Start partnerships at this year's IHV Evidence-based Practice Conference 'Together - Fairer - Stronger' This allowed us to showcase our Better Start learning and provided examples of how evidence-based practice supports the Health Visiting workforce.
- **MP Imran Hussain Visit** - We were delighted to host Imran Hussain MP & Councillor Hassan Khan along with BD4 Community Trust & West Bowling Community Advice and Training Centre. They came to meet our engagement team and find out about our work with expectant families and families with children aged 0-3 in Bowling and Barkerend, Bradford Moor and Little Horton
- **Act as One Priorities Reset Event** - Better Start Bradford and partners participated in the event held on 30th September.

The priorities relate to the following:

- Children and Young People
- Workforce Development
- Healthy Communities
- Access to Care and Mental Health
- Learning Disabilities
- Neurodiversity

Participants were invited to share good practice which could support these areas. Much of the work of Better Start was referenced across a number of the areas and we expect to build on this with the Health and Care Partnership.

A Better Start Sustainability and Legacy Planning Event 3rd November.

Key Strategic Partners were invited from across the 5 A Better Start (ABS) sites to share knowledge and learning on the opportunities for sustainability and legacy locally and more widely.

This was discussed at Strategic Reference Group and the messages for the event were agreed.

The November Insight article highlighted our partnership working with the Early Years Alliance to develop a stay and play toolkit, designed as a self-help tool to enable group leaders to continually reflect on current practice. <https://www.tncommunityfund.org.uk/funding/publications/a-better-start/early-adventures-a-toolkit-for-play-and-learning-in-the-early-years>

Start for Life Sign up and Trailblazer Application

Better Start Bradford has supported the local authority with the completion of the sign up and Trailblazer application for Start for Life. This is the commitment from Bradford to deliver the Start for Life and Family Hub offer reaching key milestones by March 2025.

The application will also act as a trailblazer in relation to Perinatal Mental Health, Parent-Infant Relationships and Infant Feeding Support.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Community Buildings Management

The three Neighbourhood Centres carried very good and improved occupancy rates (94% combined) and sustained excellent retained tenant business throughout the Covid-19 pandemic recovery. We supported our tenants with information on the range of financial help available from local and central government to help businesses and organisations cope with the effects of Covid-19. Tenants used Grant funding to continue operating and the Furlough scheme to help with wages/retain staff. We also encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services. Most Funders fully backing their recipients and also increasing their support to help them.

A threefold strategy continues to control our costs;

- Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.
- Maintaining competition between contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.
- Strategic assessment and implementation of appropriate technologies to improve long-term functionality and efficiency of the buildings.

Trident is moving to replace its heat and hot water reliance on fossil fuels (gas boilers) with renewable technology; we have finalised proposals that will use Air Source Heat Pumps to provide heat and hot water for our Park Lane Centre. Once installed, commissioned and successfully delivering the needs of the building and its users – we aim to carry out the process at our other sites to champion the further reduction of our carbon emissions. This new strategy compliments our Solar Photo Voltaic Arrays at: Park Lane (28.20 kWp), Mayfield (30.00 kWp) and Woodroyd (28.40 kWp) which generated a combined annual yield of 68,400 kWhs for the year. Moving to solar has already given us some protection from energy price increases and started lowering our carbon emissions at each of the sites.

The Mayfield Centre is well established and has now been open for over 16 years. It has good occupancy rates and is mainly home to our community organisation tenants. Covid-19, the consequent lockdown and restrictions prevented the use of the centre, however, since Covid-19 restrictions eased in August 2021 we have seen a good return of the local community using the centre for a range of activities. 13,229 people attended functions at the Mayfield hall and meeting rooms at 166 separate events.

The Park Lane Centre is working well also with high occupancy rates. Being the base for the Community Enterprise Coaches it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. Again Covid-19, the consequent lockdown and restrictions prevented the use of the centre and since Covid-19 restrictions eased in August 2021 we have seen a steady return of people to the centre for a range of activities. 6,621 people attended functions at the Park Lane hall and meeting rooms at 120 separate events.

The Woodroyd Centre as a key medical site was open during the lockdown delivering its services to the local community with NHS staff delivering GP telephone consultations, Community health outreach and the Covid-19 vaccine rollout on-site. The Woodroyd Centre is now at 97% occupancy after successful negotiations with the NHS led to them leasing the whole first floor corridor at the site; the departments that have moved in are;

Older People's Mental Health Services & Little Minds Matter; Bradford Infant Mental Health Service. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community.

We have received planning approval to create a new full width front extension at the Parkside Sports Centre to incorporate a new reception area, café, gym, multi-purpose fitness room, enhanced changing rooms, accessible lift, accessible toilet facilities and state of the art cricket lanes and coaching to encourage young and old, especially girls and women to take up cricket. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) supporting and committing financially to create the new sports extension together with other funders. We are hopeful that Levelling Up Funding (LUF) will complete the financial package required for us to create the enhanced sports facility. The sports centre has welcomed back people after the Covid-19 lockdown ended and restrictions were eased. A new management system is also in place and tasked to deliver the transition to a sustainable building.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

We used the lockdown and restrictions to carry out improvements to welcome back people at the centres; these included Woodroyd Café facelift to re-launch a fresh and vibrant focal point. We installed large interactive screens in the Park Lane hall, boardroom and Mayfield hall to create High-tech hire space. The Mayfield hall also benefited from the installation of a light and sound system to provide users with additional features. We created IT hubs at Park Lane, Mayfield, Parkside with an accessible computer at each site for those in the community that don't have access to a computer.

With over 76% of events and bookings coming from our BD5 area and the diverse range of services that our tenants provide; services that include; Counselling that supports young people, families, individuals and couples, Support for adults with learning difficulties, Support for best practice in Pre-schools, Playgroups and Parent & Toddler groups, Children's Tuition, Adult Skills and Education, Debt and Benefit advice and Community Health – there is a positive impact in the BD5 area which we are proud to be involved in and plan to build on to improve the lives of people in the area.

Parkside Sports Centre

Parkside continues to grow, to be a well-used Community hub for the local community including 4 sessions per week of women's/girl's exercise classes. This year has been a year of rebuilding and establishing new groups at Parkside following the Covid effects. We have a mix of returning groups and new groups, that continue to work in partnership and use the centre for delivery. This year we have also succeeded in introducing new sports at the centre, including golf and Taekwondo.

Parkside has also offered IT training courses and we hope to build on this from September 2023.

The ladies winter Cricket league has grown in participation with more women teams taking part. Also a local group of women have started their own multi-sports sessions at the centre. Following Sumera's success, local women were supported to set up their own exercise sessions and helped to apply for seed funding by Trident.

We have worked with local young sports coaches and enabled them to use the centre to deliver sports sessions for children, in school holidays.

Over the past year we have worked with a local organisations to deliver sessions for children and the wider community.

- **Literacy trust** Brought their reading bus to Parkside, delivered reading sessions, and gave out free books to children.
- **WBYI** delivered Multi sports sessions for children and young people.
- **NHS** delivered a female health session around Diabetes and health.
- **Leeds Trinity University** delivered a session for school leavers, with information on courses at the University.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Staff have welcomed some new Individuals and organisations, to establish new sessions at Parkside including:

Agent	Session
Yorkshire Cricket Foundation - children	6 Cricket sessions 15 children in the sports hall
Ekta Golf sessions	6 sessions of Golf for children 12
Ekta Taikwondo session	Every Saturday 10-15 children in the sports hall
Bradford Trident	HAFS sessions for 20 children over 1 week Christmas, 1 week Easter and 4 weeks summer.
Youth Service	Sessions on Tuesdays for 15 girls and Saturdays for 15 boys in the sports hall.
Literacy Trust	American bus, reading sessions and gave free books.
Yorkshire Cricket Foundation - women	Women cricket league over the winter months, 60+ women played in the competition weekly
New Horizons	Working with Special needs Clients using the upstairs space 10am till 3pm Mon-Fri and 12pm-3pm Saturdays and Sundays
Sumera 2022/womens multi-sports	Exercise sessions on Mondays/Thursdays for 10-15 women weekly
West Bowling Youth Initiative	Children Cricket sessions over the winter months 20+ children attended.
Arabic School	Arabic School Mon – Fri 40 children attending each day
NAFS	Women's Exercise sessions for up to 20 women on Tuesday, Wednesday and Fridays.
Driving Theory Test lessons	Theory Test learning session on Friday for up to 10 women
Reed wellbeing	Multiple Diabetes prevention Courses with 15-20 people attending each session.
Woodspeen training	IT course with up to 15 participants every week for 15 weeks. Including elderly residents.
NHS	Ladies Health session 15 ladies in the sports hall balcony.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Funding was secured from the Holiday Activities and Food programme for activities delivered through August and Christmas week for 20 children daily for 4 weeks. Provision included: Arts and Craft, age-appropriate education work sheets and food ingredients, for families to cook together at home and enjoy family meals together.

Support for families continues with food vouchers, working with local Organisations such as Bradford Community Kitchen and BCADS, support has extended to more than 50 families over the summer months and another 20 over Christmas.

Special thanks to our 10 Volunteers who freely gave over 400+ hours of their time and energy.

Parkside Sports Centre Extension

Good progress was made developing the detailed plans (to RIBA stage 4) and securing finances of the project. A critical final step was a levelling Up Fund application with two local charity partners, each developing similar schemes. Unfortunately the government only support one single Levelling up Fund project in all of West Yorkshire, based in Batley. As a consequence the project has refocused on a much smaller alternative development plan, that being the rear extension to the main sports hall and energy efficiency measures. Work progresses with longstanding backers to confirm their commitment to the revised scheme with an anticipated implementation in the summer of 2023.

The remaining elements will be progressed once additional funds are secured.

Better Place

Better Place is proud to have delivered 212 sessions reaching 1,347 families within the BSB area. The great success of this has come from the promotional strategy of keeping communications up to date via social media, whatsapp and door to door leafletting as well as building community relationships resulting in positive word of mouth from attending families. Better Place has successfully delivered 2 amazing events in the winter and summer with great attendance and feedback reaching to 700 families. Better Place has worked successfully in collaboration with 6 other BSB projects such as Imagine, Henry, Incredible Years, BIBS, Perinatal. As well as, built great relationships with the Literacy Trust, NHS, British Gas and Active Travel who have supported BP with community clean ups, having access to further balance and smoothie bikes also free books donated to Free Little Libraries and commitment to keep donating after BP comes to an end.

Better Place attends and is on the steering group for play streets in Bradford and is the works of running one of the first pilots. Also, BP attends the BD5 play forum pushing for local organisation to use BP sites to deliver activities. Better Place successfully planned and delivered 3 free trips for families within the BSB area. The was taken up very well especially as all attending families had not been to those sites previously. We plan to do more trips next year and a possible residential.

Better Place learnt due to the cost-of-living crisis many families were struggling with having enough food and struggling to attend sessions as little ones would get hungry and thirsty. We began to provide snacks and water at all sessions this increased attendance as well as many parents voiced this relieved them of stress.

We aim to deliver more events in our last year from the great response we have had so far. To extend SLA contracts and add further budget to the BPOP fund. This will enable local organisations to take ownership of BP sites and lead to sustainable regular activities after BP.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Park Lane Pre-School Nursery

Professional development of staff has continued with most of our staff are completing Food and Hygiene courses. The nursery has become a member for Early Years Alliance (EYA) which has helped to develop and us deliver playgroup sessions every Tuesday morning. EYA also provide training for all staff and volunteers, giving them access to 20 free training programmes as part of their CPD. Two members of staff have completed their healthy start in childcare course with Better Start. The Afternoon deputy is completing a long-term training course through the Early Years Professional Development Programme (EYPDP), delivered by Education Development Trust. Started in February 2023 it will end in October 2023. The objective of the EYPDP is to help to support children in our setting who have been most affected by COVID-19. The programme covers communication and language, maths, and personal, social, and emotional development. Every week this information is cascaded to the rest of the staff through staff meetings and whatsapp group.

The nursery have been conducting door to door leafleting and with the help of the team at Barkerend Centre. Families who are eligible for the 15 hours free childcare are approached to raise awareness of the scheme. We continue to make eligibility checks on new families who are interested for a nursery place, some of these children currently attend the playgroup and are eligible a term after their second birthday. A variety of promotion routes promote the free places available including website, local magazine, banners, leaflets and social media.

Our extra members of staff are continuously valued in our nursery and play an important role in interacting with children. We appreciate their help, and they make a huge difference as they can work with some of the children on a 1:1 basis. In June and July we hosted five work experience students for one week.

Every Tuesday morning term time only we support the Parkside playgroup sessions. This is working well where parents, babies and toddlers enjoy a wide range of activities in the hall. Learning Alliance regularly visit and deliver many interactive sessions. Other services also visit including: Born in Bradford, Prevention and Early Help, Bradford Under Five's and Family Action.

In July 2022 the nursery had a leaving party for children moving into reception class, they had their graduation photos taken and certificates were presented to them. One of our children was chosen to be on the front cover of the BD5 magazine wearing her graduation hat and gown. Key workers had their end of year parent consultations and discussed transition from nursery to school. All assessments and reports were presented to schools for those children who were leaving our nursery. This will provide continuity in children's development as they move on to their next stage of learning.

With increasing numbers of Special Educational Needs (SEN) children attending the nursery the nursery has claimed Disability funding to support them. This year the funding was used to purchase a large colour changing bubble tube and three blinds installed in our playroom. Communication and language remains an increasing concern for most of our children. Our practitioners are working very hard in providing 1:1 support through a range of activities and supporting parents with learning at home. We have been receiving Early Years Inclusion Funding (EYIF) for several children. These children have significant delay in cognition and learning, communication, interaction, social, emotional, mental health, and sensory and physical skills. We have individual support plans in place for each of the children using intensive interaction through a range of focussed activities linked to their interests.

We are working on bespoke curriculum tasks which are focused on developing key skills and encouraging independence, social skills and communication, motivation, sensory adaptations, and engagement. We are also incorporating specialist advice from the Access and Inclusion Officer.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Community Development Activities

Using an asset-based community development approach, Bradford Trident delivered a range of activities to support our communities. Community Development work supported:

- Work with partners from all sectors including the statutory, voluntary, faith and charitable with a view to better delivered bespoke services to combat local issues and support needs. Work with multi-agency structures such as Ward Officer Team meetings for Little Horton and City Ward impacted and shaped service allocation and delivery for example days of action, community clean-ups, and anti-crime initiatives combatting Anti-Social Behaviour.
- Local Neighbourhood Associations improved their governance, fundraising ability and bid writing capacities so these structures can effectively design, organise and deliver a range of activities to support the needs of their respective neighbourhoods.
- Support to Community Amateur Sports Clubs developed their governance and built their capacity to better sustain the offer of sporting activities to local people.
- A co-ordinated approach to volunteering for the area in partnership with local organisations from a range of sectors signposted and "matching services" to local volunteers to meet the demand and needs of local organisations from the third sector, thereby bettering the offer of programmes to the community.

Community (Urban Parish) Council

The charity invested £20,000 into the Community (urban parish) Council to facilitate its operation and community activities, of which £10,000 is given to fund small grant awards, administered by the Community Council, to local community and voluntary groups.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Bike Library and Active Travel

Weekly bicycle repairs and mechanical workshops were conducted through the Bike Library with a dedicated team of volunteers. Advice and courses on cycling safely on the roads through courses like Bikeability Levels 1, 2 and 3; teaching adults on how to repair their own and children's bicycles thereby instilling confidence in riding further than traditional short local journeys. The year saw the project increase the reach of its work by working with partners including: Healthy Life Cycles, Capital of Cycling, Margaret Cairey Foundation, Bradford Council and local schools.

- 20 bicycles donated to the bike library,
- 168 bicycles co-repaired and maintained at the workshop (132 of which belonged to children and 36 that belonged to adults),
- 660 bicycles were loaned (528 through activities including Bikeability and Learn to Rides and 132 that were loaned to individuals),
- 9 volunteers engaged who contributed 580 hours of time.

This work has positively impacted active travel and contributed to the betterment of the air quality in the area whilst improving health.

West Yorkshire Combined Authority (WYCA) has selected Bradford Trident to be of 10 active travel hubs in West Yorkshire. The 2023-24 funding will provided £49,995 to extend the Bike Library team to include an Active Travel Hub Officer and increase in opening hours. We will be able to extend the range of work we offer around active travel: walking, scooting and cycling. The Hub will be based in an ideal location at MAPA near the red bridge cycle route to support as many people as possible.

In addition, as previously, School Striders Project albeit after a hiatus due to the pandemic, delivered at Bankfoot Primary School in partnership with Cecil Green Arts, funded through the Community Partnership 6 (CP6). The benefits include; children and families being more active due to walking short journeys, better air quality as cars journeys are being replaced by walking, cycling and scooting to schools and parents are spending a little more time outdoors with their children.

Digital Inclusion

Through extensive work with local organisations, partners and the establishment of new and interesting networks, Bradford Trident has continued its work on digital inclusion with support from Good Things Foundation and it's partners. As part of the endeavour, we as an organisation are also always exploring ways of improving the free public Internet access capability at our centres.

We were able to support 52 over 55s in reducing digital exclusion, loneliness and isolation by helping them increase their digital skills and confidence through funds secured through Good Things Foundation's Scheinberg Relief Fund. This helped deliver the "Connect Up" project as part of our efforts to reduce digital exclusion in the area amongst our older population.

We successfully worked on one of two national pilots with the Royal Society of Arts (RSA) entitled "Digital Divides". This was a place-based pilot to learn to address the digital divide. This gave us invaluable insight is how best to tackle situations where people are excluded from learning due to digital poverty. The pilot involved Safety First, Landmark Centre and Bradford Foundation Trust as partners.

As part of supporting the digitally divided, we have also secured and distributed 136 sim cards to those in need, thanks to O2, Vodafone and the 3 Network for the free data via the National Databank.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Healthy Lifestyles Project and Central Locality Integrated Care Service

The Healthy Lifestyles Project delivers:

- lunch clubs for senior citizens
- Women's activity groups
- Food hub
- Well-Being café.

The year in figures:

Attendees at Healthy Lifestyles weekly /monthly groups.

Seniors lunch clubs: 25 individuals per week over 49 weeks

Women's group: 20 individuals per week over 48 weeks

Food Hub: up to 120 individuals per month over 12 months

Wellbeing Café: average 20 to 25 each month over 12 months

There is still scope and demand to deliver sessions such as the Food Hub on a weekly basis rather than monthly, this is dependent on future recruitment of volunteers.

The Central Locality Integrated Care Service despite some staffing changes went from strength to strength this year. The partnership work with the Gillington Centre, Karmand Centre and VCS Alliance has come into it's own with great peer to peer support and sharing of best practices between the partnership. This year saw the development of a Kumu software based Community Health Asset map which has captured the details and specifics of over 140 Little Horton activities and organisations. The other partners will add their local "health eco-systems" to the map in the coming months.

The volunteering co-ordination aspect has improved with the return of more normal face to face interaction and group activity. 17 volunteers were recruited and active through the year. They were involved in a range of activities, including; supporting the women's group, running sports activities and supporting with holiday schemes. Jointly they contributed over 483 hours of their time to the projects. Each of those volunteers participated in some form of training, including; Royal Society Public Health level 1, Making every Contact Count, Mental Health First Aid and various online courses such as safeguarding.

Community Development carried on supporting new and establishing groups from within the community with many of them taking advantage of the £500 start -up grants available through the programme. 60 people have been worked with establishing new groups including:

- Ladies Exercise in the mosque
- Dad's group in Bowling Park Cricket Club
- Ladies coffee morning in Mayfield
- Zumba group for the African Community

The project forms an essential part of ensuring a wide range of local non-clinical activities that support health and wellbeing are available for Social Prescribers and Community Connectors to refer people to. It helps to pilot, establish and sustain these groups building social capital in deprived communities.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Enterprise Support

The last 12 months have continued to be a challenge for those with any type of business, large or small, as we've all had to adapt to a new economic climate and new ways of working. Enterprise support has seen a shift in needs, with the second half of the year seeing enquiries from those looking at moving into self-employment start to rise once more. Enterprise Coaching (economic development) continued to be a priority, though one that in the main was addressed through a 3 day a week provision. Whilst delivery of support moved to a multi-platform model (email, phone, Teams/Zoom and face to face) we have found that as confidence grows the trend is much more back to face to face meetings with clients.

Our multi-platformed enterprise programme continues to innovate to support local people in becoming more formally economically active. Our enterprise offer is a clear and unique selling point when promoting the BD5 area as 'Great for Business'. We promote enterprise support to those living and working in the area, whilst welcoming enquiries from those who may be looking to base their businesses in our area too. We actively seek out collaboration opportunities that support the younger end of our population, which includes working with Bradford University on their Graduate Workforce Development Programme, developing closer links with Bradford College, as well as The National Careers Service, The Job Centre/DWP, Bradford Council, and Power to Change.

Our biggest news, that came in the final quarter, was our success in winning Enterprise Coaching funding to grow our enterprise support offer further. We have now employed two additional members of staff, both on parttime contracts (2 days a week each) to work alongside Jonathan (also 2 days a week). The new members of staff both also run their own small businesses alongside working as enterprise coaches and bring new and varied skills and energy to our enterprise support provision. It should also be noted that this new scheme (fully funded by Bradford Council) additionally covers Great Horton and some of the City Ward, which we are focussing on Bradford College and Bradford University as we continue to do more to support young adults in our area. This new 'Build Your Business' Programme is specifically targeting new start businesses.

Achievements this year:

- Successful completion of the HMRC contract, which has now been re-awarded and expanded (50 clients assisted)
- Successfully application for expansion of enterprise funding (fully funded from Bradford Council).
- 26 different clients assisted on a 1 to 1 basis
- Most assists were one off interventions, where clients talked through their worries/ideas with many clients receiving help with basic business planning and/or problem solving.
- 78% of clients were from BD5 postcode area – note, with the geographical expansion of our enterprise contract this will fall in the coming years
- 7 clients had between 2 and 8 formal meetings; all of whom were based in BD5

- 16 clients were existing businesses/self-employed and interventions helped safeguard their businesses and jobs.

In the current climate it has not been possible host networking events or workshops, these will be reintroduced this year.

Our 'Business Trustee', Ramen Haire, continues to be a tremendous support and welcome sounding board encouraging and supporting all aspects of the enterprise provision and championing our work effectively and enthusiastically. Ramen will also be assisting us with our networking programme moving forward.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Resilient Bradford

This year has seen the start of our partnership work with the WAVE Trust to develop and deliver Adversity, Trauma and Resilience workforce training across Bradford District, funded by Bradford Council Public Health. The team has developed a tier 1 course and delivery has begun. The course is available free to the workforce of the statutory and voluntary and community sectors. To date 224 individuals from 48 different organisations have attended the training. Very good feedback has been received from participants to date. A marketing and promotion campaign is being rolled out to enable further take up. A tier 2 course is planned for next year along with Restorative Supervision support to organisations that need it.

The aim of the work is to break the chain of trauma and adversity that can be perpetuated from generation to generation in our sometimes-troubled communities.

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in note 17 and 18 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Trident Parkside Trading Limited - wholly owned subsidiary

In 2022 the charity set up a wholly owned trading subsidiary Trident Parkside Trading Limited (TPT) to manage the Parkside Sports Centre, thus the principal activities of this company limited by guarantee are the Operation of sports facilities, operation of Fitness facilities and Sports and recreation education. Further details about the results of TPT are contained in note 17 and 18 to the financial statements. As part of its long term strategy Bradford Trident has invested in Parkside. Surpluses generated by TPT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Arise Yorkshire Limited – 4-way joint venture

In 2013 Trident joined forces with three other local community anchors to form a joint venture company call Arise (Yorkshire) Limited. The mission of Arise is for 'Similar community enterprises rooted in their own communities coming together to combine their collective experience, skills and delivery capacity to attract investment and win service delivery contracts for the economic, social, environmental and cultural regeneration of Bradford and beyond'. The company has successfully rejuvenated 21 formerly derelict houses and returned them to being homes, completed Community Health Asset mapping and research, delivered a multi-party integration programme and worked with partners in support of Community Owned and Managed Assets support project for the local VCS. Arise continues to own and lease the 18 restored houses, having sold three during the year, and distributing gains equally to the joint venture members.

Bradford Community Energy – part share holder

Bradford Community Energy (BCE) was established to further the development of renewable energy projects in the district thanks to support from the Community Shares Unit, the Co-ops UK Booster programme and Bradford Council. Bradford Trident has a £3,750 share in BCE which owns and operates the solar panels on the Park Lane Centre and Mayfield Centre. BCE is a community benefit society, society registration number 008388.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Financial review

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £6,364,349 (£8,722,159 in 2022) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,158,109 are fixed assets and a further £177,099 are restricted funds. The unrestricted reserve policy target is £490,000 made up of:

- redundancy reserve £207,000;
- five months operating costs £253,000;
- Buildings reserve £30,000;

Plus designated fund of:

- carbon reduction fund £90,000;
- designated investment property development fund £220,000, to diversify the property portfolio and secure future income generation opportunities.

The remaining free reserves, are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

Bradford Trident holds a significant property portfolio including three community hubs, one sport centre and three other investment properties. The investment strategy is to manage community hubs for delivery of local services and facilities for the community and use income from across the estate to generate funds to enable provision of community services. The buildings are actively managed and maintained and an unrestricted contingency reserve is being built to cover major future building related costs.

External funds

The Board of trustees are grateful for the contributions amounting to £7,371,478 in the financial year 2022/23. External funds are pursued to supplement community service delivery costs.

As of 31 March 2023, a balance of £76,638 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year eight of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

External Funding bodies 2022/2023	£
General External fund (see Note 3 Donations and legacies)	387,615
 <u>Better Start Bradford External Funds</u>	
National Lottery Fund Grant – Fulfilling Lives: A Better Start	5,760,228
National Lottery Fund Grant – Fulfilling Lives: A Better Start Capital	552,805
Bradford District Care Foundation Trust – BSB match	40,881
West Yorkshire Police – BSB match	50,300
Bradford Council Early Childhood Services – BSB match	180,000
Bradford Council Public Health – BSB match	18,267
<u>NHS Bradford & Districts CCG – BSB match</u>	<u>381,460</u>
<u>BSB Sub Total</u>	<u>6,983,742</u>
Grand Total	7,371,357

Risk

The trustees actively review the major risks that the charity faces on a regular basis and believe that maintaining the free reserves stated, combined with the annual review of the controls over key financial systems, will provide sufficient resources in the event of adverse conditions.

The trustees have also examined other operational and business risks that the charity faces and confirmed the establishment of systems to mitigate these, should they occur.

Risks relating to failures in safeguard children are mitigated through all staff receiving safeguarding training, clear delegation of roles and responsibilities and implementation of safeguarding policy and practices.

The risk of the impact of the departure of key staff is mitigated through creating a strong working culture and environment as well as succession planning and engaging all staff in the vision, strategy and plans.

Our budget and regularly reviewed financial plans as well as reserves ensure we don't have inadequate funding and strict policies and controls help reduce the risk of any financial fraud or mismanagement in our projects and operations.

The charity has put measures in place to manage these risks (robust financial procedures, training and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Plans for Future Periods,

The period has seen Trident shift focus from reducing respond to the Covid-19 crisis to accelerating response to the Cost of Living Crisis. Sadly, this level of additional need is expected to continue to raise given high inflation and the decade of dismantling the safety nets offer by the state.

Having finalised our Green House Gas emission reduction plan Trident continues to progress towards becoming net-zero by 2040. Installation of an Air Sourced Heat Pump systems at Park Lane and Parkside are expected during 2023 alongside building fabric improvements at Mayfield and Parkside. It remains the Board's intention to roll out similar technology across the Trident estate linked with building materials improvements to improve insulation and air tightness.

2023/24 will see the establishment of several partnership commissions of work from Bradford Council, Better Start Bradford and West Yorkshire Combined Authorities including:

- Enterprise Coaching Service (with Impact Hub)
- Adversity, Trauma and Resilience (ATR) workforce training (with the Wave Trust)
- Better Place (green space improvement and very young family green space activity with a range of local partners)
- Bradford Active Travel Hub (based at MAPA and working with other Travel Hubs)

Trident continue to seek additional resources to grow its digital inclusion work following success with the Good Things Foundation's HMRC programme and Data Bank.

Development and commitment to our local Community (Health) Partnership, Horton and City Health Collaboration continues with local partners across the VCS along with GP practices, Hospital services, the Care Trust, Social Services and Local Area Officers. Trident are honoured to be involved in this vital work for Little Horton.

The coming year will see:

- Continue to build local grassroots health ecosystem including sports and physical activity.
- Development of Parkside Sports Centre using available investment from a number of significant funders.
- Further integration of Better Start Bradford's programmes into local children's and maternity services, alongside further innovation and expansion of community engagement and community led projects.
- Roll out of the ATR tier 2 training and restorative Supervision provision.
- Submit for follow on funding for Better Places project.
- Further reduction in energy use in our building through fabric and systems improvements

Significant challenges remain in the BDS area including: health inequalities, high infant mortality, below average academic attainment and low household income levels.

The vision of our Board of Trustees is that through our activities and those of our partners, over the coming years, the local area will continue to positively develop with a proud, healthy, active and welcoming community; a place where families thrive.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Structure, governance and management

Bradford Trident Limited, also known as Bradford Trident, is a registered charity and a company limited by guarantee and registered in England. It is governed by its memorandum and articles of association. The Trustees of Bradford Trident Limited have complied with their duty to have due regard to the charity commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

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:

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayooob	Community Director	
Ms Ramenpreet Haire	Business Director	
Cllr Shah M Khokhar	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	
Cllr Javed Khan	Community Councillor	
Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
Mr Ishaq Shafiq	Community Director	
Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)
Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)

Trustees are appointed through a variety of routes. Six trustees are appointed via the Community (urban parish) Council, two trustees are elected Ward Councillors, there are appointments from local issue specialists for: faith, business, health and youth issues, a treasurer trustee and two community trustees are recruited from local groups/residents. All trustees, bar one, live or work in the BD5 area.

The board of trustees provide the strategic direction and scrutiny functions of the charity and are responsible for approving and overseeing the policies and practices of the organisation. The trustees meet at least quarterly. Day to day general management of the charity and operational responsibilities are delegated to the Executive Officers and Company Secretary.

The employment package (salary plus pension contribution) of Bradford Trident's highest paid employee is 3.49 times that of the least paid employee. There are two employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

All trustees have completed a training needs analysis and their individual training needs are reviewed on an annual basis. New Trustees have an induction which gives information on the role of a Trustee and the workings of Bradford Trident. This involves a meeting with the Chief Executive, a pack of key documents and often involves visits to centres.

The Board of Trustees appoint the directors of our trading subsidiary Bradford Trident Trading Limited and the director representatives to our joint venture Arise (Yorkshire) Limited. Locally recruited service users form the Better Start Bradford Partnership Board, which steers Better Start Bradford's review and implementation functions. They receive guidance and support from the Better Start Executive which includes Bradford Trident's CEO, the Strategic Directors of Children's Services and Public Health (Bradford Council) and the Director of Collaboration (Bradford Clinical Commissioning Groups), Research Director (Born in Bradford) and Funding and Relationship Manager (National Lottery Fund).

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

Auditor

During the year Azets Audit Services Limited, trading as Azets Audit Services were appointed as auditors following their acquisition of Naylor Wintersgill Limited, on 1 May 2023.

In accordance with the company's articles, a resolution proposing that Azets Audit Services 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, including the strategic report, was approved by the Board of Trustees.

Cllr Taj Salam - Chair



Dated: 14 December 2023

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees, who are also the directors of Bradford Trident Limited 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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2023 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; 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 Charity 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 and parent charity'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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

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 and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have 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 the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, 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 parent 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

Extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Use of our report

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



Alison Whalley (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

14 December 2023

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2023

		Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
	Notes						
Income and endowments from:							
Donations and legacies	3	98,280	7,273,198	7,371,478	122,525	7,024,802	7,147,327
Charitable activities	4	404,611	95,075	499,686	158,859	-	158,859
Share of joint venture	4	-	(136,786)	(136,786)	-	722	722
Investments	5	903,810	18,219	922,029	678,011	-	678,011
Other income	6	24,735	-	24,735	47,487	-	47,487
Total income		1,431,436	7,249,706	8,681,142	1,006,882	7,025,524	8,032,406
Expenditure on:							
Raising funds	7	233,935	-	233,935	228,451	-	228,451
Charitable activities	8	1,186,911	7,618,285	8,805,196	906,258	6,742,208	7,648,466
Total resources expended		1,420,846	7,618,285	9,039,131	1,134,709	6,742,208	7,876,917
Net gains/(losses) on investments	10	180	-	180	108,350	-	108,350
Net incoming/(outgoing) resources before transfers		10,770	(368,579)	(357,809)	(19,477)	283,316	263,839
Gross transfers between funds		225,995	(225,995)	-	-	-	-
Net income/(expenditure) for the year/							
Net movement in funds		236,765	(594,574)	(357,809)	(19,477)	283,316	263,839
Fund balances at 1 April 2022		4,667,892	2,054,266	6,722,158	4,687,369	1,770,951	6,458,320
Fund balances at 31 March 2023		4,904,657	1,459,692	6,364,349	4,667,892	2,054,267	6,722,159

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BRADFORD TRIDENT LIMITED

GROUP BALANCE SHEET

AS AT 31 MARCH 2023

	Notes	2023		2022	
		£	£	£	£
Fixed assets					
Tangible assets	14	1,788,795		1,829,273	
Investment properties	15	3,138,569		3,351,919	
Investments	17	3,750		3,750	
Programme related investments	16	225,985		362,781	
		<u>5,158,109</u>		<u>5,547,723</u>	
Current assets					
Debtors	20	768,718		627,740	
Cash at bank and in hand		3,279,220		4,461,743	
		<u>4,047,938</u>		<u>5,089,483</u>	
Creditors: amounts falling due within one year	21	(2,841,898)		(3,915,047)	
Net current assets		<u>1,206,240</u>		<u>1,174,436</u>	
Total assets less current liabilities		<u><u>6,364,349</u></u>		<u><u>6,722,159</u></u>	
Income funds					
Restricted funds	23	1,459,892		2,054,267	
<u>Unrestricted funds</u>					
Designated funds	22	800,000		765,000	
General unrestricted funds		<u>4,104,657</u>		<u>3,902,892</u>	
		<u>4,904,657</u>		<u>4,667,892</u>	
	26	<u><u>6,364,349</u></u>		<u><u>6,722,159</u></u>	

The accounts were approved by the Trustees on 14 December 2023

Cllr Taj Salam - Chair
Trustee



Company Registration No. 04084653

BRADFORD TRIDENT LIMITED

CHARITY BALANCE SHEET

AS AT 31 MARCH 2023

		2023		2022	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14	1,789,795		1,829,273	
Investment properties	15	3,138,569		3,351,919	
Investments	18	3,850		3,850	
		<u>4,932,214</u>		<u>5,185,042</u>	
Current assets					
Debtors	20	795,462		654,383	
Cash at bank and in hand		<u>3,246,247</u>		<u>4,428,871</u>	
		4,041,709		5,083,254	
Creditors: amounts falling due within one year	21	<u>(2,840,433)</u>		<u>(3,913,783)</u>	
Net current assets		1,201,276		1,169,471	
Total assets less current liabilities		<u>6,133,490</u>		<u>6,354,513</u>	
Income funds					
Restricted funds	24	1,459,692		1,691,486	
<u>Unrestricted funds</u>					
Designated funds	22	800,000		765,000	
General unrestricted funds		<u>3,873,798</u>		<u>3,898,027</u>	
		4,673,798		4,663,027	
	26	<u>6,133,490</u>		<u>6,354,513</u>	

The accounts were approved by the Trustees on 14 December 2023

Chair Taj Salam - Chair
Trustee



Company Registration No. 04084653

BRADFORD TRIDENT LIMITED

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash absorbed by operations	30		(1,918,082)		(42,394)
Investing activities					
Purchase of tangible fixed assets		-		(8,220)	
Proceeds on disposal of tangible fixed assets		180		-	
Proceeds on disposal of investment property		213,350		-	
Investment income received		922,029		678,011	
Net cash generated from investing activities			1,135,559		669,791
Financing activities					
Repayment of bank loans		(400,000)		400,000	
Net cash (used in)/generated from financing activities			(400,000)		400,000
Net (decrease)/increase in cash and cash equivalents			(1,182,523)		1,027,397
Cash and cash equivalents at beginning of year			4,461,743		3,434,346
Cash and cash equivalents at end of year			3,279,220		4,461,743

BRADFORD TRIDENT LIMITED

CHARITY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
Cash flows from operating activities					
Cash absorbed by operations	30		(1,917,980)		(71,464)
Investing activities					
Purchase of tangible fixed assets		-		(8,220)	
Proceeds on disposal of investment property		213,530		-	
Investment income received		921,827		678,006	
Net cash generated from investing activities			1,135,357		669,786
Financing activities					
Repayment of bank loans		(400,000)		400,000	
Net cash (used in)/generated from financing activities			(400,000)		400,000
Net (decrease)/increase in cash and cash equivalents			(1,182,623)		998,322
Cash and cash equivalents at beginning of year			4,428,871		3,430,549
Cash and cash equivalents at end of year			3,246,248		4,428,871

BRADFORD TRIDENT LIMITED

CHARITY STATEMENT OF CASH FLOWS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 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.

2 Accounting policies

Company information

Bradford Trident Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Park Lane Centre, Park Lane, Bradford, BD5 0LN. In the event of the charity being wound up, the liability of the guarantee is limited to £1 per member.

2.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, 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)" (as amended for accounting periods commencing from 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, [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.

As permitted by s408 Companies Act 2006, the charity has not presented its own profit and loss account and related notes. The charity's deficit for the year was £187,517 (2020 £105,881).

The consolidated financial statements incorporate those of Bradford Trident Limited and its subsidiary Bradford Trident Trading Limited.

All financial statements are made up to 31 March 2021. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those used by the parent.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

2.2 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.

2.3 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 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2023

2 Accounting policies

(Continued)

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

2.4 Incoming resources

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.

2.5 Resources expended

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.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

The basis of allocation follows the delivery plan agreed with the Government Office for North Yorkshire and Humberside. Primarily this means that costs are designated to specific projects. However, in addition all management and administration expenses are included in that section of the statement of financial activities.

2.6 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:

Freehold buildings	50 years straight line
Fixtures, fittings and office equipment	4 and 5 years straight line

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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

2 Accounting policies

(Continued)

2.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

2.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments which are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

2.9 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).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2.10 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

2 Accounting policies

(Continued)

2.11 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.

2.12 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2023	2023	2023	2022	2022	2022
	£	£	£	£	£	£
Donations and gifts	121	-	121	4,532	-	4,532
Grants	98,159	7,273,198	7,371,357	117,993	7,024,802	7,142,795
	<u>98,280</u>	<u>7,273,198</u>	<u>7,371,478</u>	<u>122,525</u>	<u>7,024,802</u>	<u>7,147,327</u>
Grants receivable for core activities						
Betterstart - The National Lottery Community Fund	-	6,983,743	6,983,743	-	6,804,969	6,804,969
Bradford Council - Preschool Funding	89,241	-	89,241	53,521	-	53,521
Bradford MDC Small Business Grants	-	-	-	12,000	-	12,000
HMRC Job Retention Scheme	-	-	-	16,472	-	16,472
Test & Trace Community Engagement	-	-	-	-	50	50
Power to Change - CCLORS	-	-	-	-	6,000	6,000
Bradford MDC Holiday Hunger	-	-	-	-	8,613	8,613
Good things foundation	-	-	-	-	2,620	2,620
Resilience and Recovery Grant	-	-	-	-	100,000	100,000
Power to Change - Business Development Support	-	-	-	-	8,000	8,000
Arnold Clark Community Fund	-	-	-	-	1,000	1,000
NHS Charities Together - Leeds Hospital Charity	-	24,888	24,888	-	29,546	29,546
Holiday Activities & Food (HAFS)	-	13,665	13,665	-	9,587	9,587
Bradford MDC - Climate Action Fund	-	-	-	-	2,000	2,000
National Lottery Community Fund - Play Bradford	-	10,908	10,908	-	7,344	7,344
Dream Big Trust (Parkside)	-	-	-	-	500	500
Bradford Council Disability Grant (Parkside)	-	-	-	-	25,000	25,000
Community Anchors and Wide Determinants Research	-	-	-	-	250	250
Household Support Fund	-	-	-	-	1,037	1,037
Skipton Building Society Charitable Foundation Parkside	-	-	-	-	3,000	3,000
Warburtons Community Grants	-	-	-	-	400	400
Bradford Council Grant - Enterprise Support Programme	-	-	-	-	14,886	14,886
HM Government	-	-	-	36,000	-	36,000
Warm Space Grant - Bradford Council	1,000	-	1,000	-	-	-
Jubilee Grant	411	-	411	-	-	-
Diabetes awareness	7,507	-	7,507	-	-	-
Parkside Power to Change	-	180,000	180,000	-	-	-
Active Travel Hub	-	49,994	49,994	-	-	-
Power to Change - Mayfield Insulation	-	10,000	10,000	-	-	-
	<u>98,159</u>	<u>7,273,198</u>	<u>7,371,357</u>	<u>117,993</u>	<u>7,024,802</u>	<u>7,142,795</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

3 Donations and legacies

(Continued)

4 Charitable activities

	Charitable activities 2023 £	Share of joint venture 2023 £	Total 2023 £	Charitable activities 2022 £	Share of joint venture 2022 £	Total 2022 £
Sales within charitable activities	85,149	-	85,149	158,859	-	158,859
Performance related grants	414,537	-	414,537	-	-	-
Movement in value of joint venture (see note 18)	-	(136,786)	(136,786)	-	722	722
	<u>499,686</u>	<u>(136,786)</u>	<u>362,900</u>	<u>158,859</u>	<u>722</u>	<u>159,581</u>
Analysis by fund						
Unrestricted funds	404,611	-	404,611	158,859	-	158,859
Restricted funds	95,075	(136,786)	(41,711)	-	722	722
	<u>499,686</u>	<u>(136,786)</u>	<u>362,900</u>	<u>158,859</u>	<u>722</u>	<u>159,581</u>
Performance related grants						
Resilient Bradford	124,259	-	124,259	-	-	-
Good things Foundation	2,040	-	2,040	-	-	-
BMDC Build Your Business	189,963	-	189,963	-	-	-
Good Things Foundation - HMRC Grant	3,200	-	3,200	-	-	-
Better Place	95,075	-	95,075	-	-	-
	<u>414,537</u>	<u>-</u>	<u>414,537</u>	<u>-</u>	<u>-</u>	<u>-</u>

5 Investments

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	2022 £
Rental Income	837,277	-	837,277	676,894
Distribution from joint venture investments	59,254	-	59,254	-
Interest receivable	7,279	18,219	25,498	1,117
	<u>903,810</u>	<u>18,219</u>	<u>922,029</u>	<u>678,011</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

6 Other income

Unrestricted funds Unrestricted funds

2023 2022
£ £

Sundry income	24,735	47,487
---------------	--------	--------

7 Raising funds

2023 2022

£ £

Fundraising and publicity

Agency cover	27,704	26,964
--------------	--------	--------

Staff costs	206,231	201,487
-------------	---------	---------

Fundraising and publicity	233,935	228,451
---------------------------	---------	---------

233,935	228,451
---------	---------

8 Charitable activities

2023 2022
£ £

Staff costs	1,327,222	1,178,609
-------------	-----------	-----------

Project costs	6,709,409	5,815,756
---------------	-----------	-----------

8,036,631	6,994,365
-----------	-----------

Share of support costs (see note 9)	742,506	628,307
-------------------------------------	---------	---------

Share of governance costs (see note 9)	26,059	25,794
--	--------	--------

8,805,196	7,648,466
-----------	-----------

Analysis by fund

Unrestricted funds	1,186,911	906,258
--------------------	-----------	---------

Restricted funds	7,618,285	6,742,208
------------------	-----------	-----------

8,805,196	7,648,466
-----------	-----------

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

9 Support costs

	Support costs	Governance costs	2023	Support costs	Governance costs	2022
	£	£	£	£	£	£
Staff costs	-	15,680	15,680	-	15,560	15,560
Printing, postage, stationery and design	7,173	-	7,173	7,219	-	7,219
Repairs	62,323	-	62,323	84,150	-	84,150
Property expenses	507,596	-	507,596	337,976	-	337,976
Office costs	103,106	-	103,106	74,661	-	74,661
Other staff costs	9,747	-	9,747	7,019	-	7,019
Bad debts	19,544	-	19,544	10,935	-	10,935
Legal and professional fees	16,919	-	16,919	51,325	-	51,325
Bank charges and interest	264	-	264	36,317	-	36,317
Irrecoverable VAT	12,625	-	12,625	13,427	-	13,427
Sundry expenses	3,209	-	3,209	5,278	-	5,278
Audit fees	-	9,750	9,750	-	9,750	9,750
Meeting costs	-	504	504	-	424	424
Sundry expenses	-	125	125	-	60	60
	<u>742,506</u>	<u>26,059</u>	<u>768,565</u>	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>
Analysed between Charitable activities	<u>742,506</u>	<u>26,059</u>	<u>768,565</u>	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>

Governance costs includes payments to the auditors of £9,750 (2022- £9,250) for audit fees.

10 Net gains/(losses) on investments

	2023	2022
	£	£
Revaluation of investment properties	<u>180</u>	<u>108,350</u>

11 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2023 Number	2022 Number
Project staff	56	47
Management and administration	14	14
	<u>70</u>	<u>61</u>

Employment costs

	2023 £	2022 £
Wages and salaries	1,422,524	1,254,665
Social security costs	78,786	67,431
Other pension costs	49,823	73,560
	<u>1,549,133</u>	<u>1,395,656</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2023 Number	2022 Number
£60,001 - £70,000	<u>2</u>	<u>2</u>

Contributions totalling £9,785 (2022: £8,211) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £503 were reimbursed to one trustee (2022: telephone expenses of £424 to one trustee).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

14 Tangible fixed assets - Group and Charity

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2022	1,886,962	145,635	2,032,597
At 31 March 2023	1,886,962	145,635	2,032,597
Depreciation and impairment			
At 1 April 2022	105,568	97,755	203,323
Depreciation charged in the year	29,069	10,410	39,479
At 31 March 2023	134,637	108,165	242,802
Carrying amount			
At 31 March 2023	1,752,325	37,470	1,789,795
At 31 March 2022	1,781,394	47,879	1,829,273

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

15 Investment property - Group and Charity

	2023
	£
Fair value	
At 1 April 2022	3,351,919
Disposals	(213,350)
At 31 March 2023	3,138,569

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2016 by Sharma Williamson Chartered Surveyors, who are not connected with the Charity. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties. The Trustees do not consider the value of the property to have changed since this date.

16 Programme related investments

	£
At 1 April 2022	362,781
Additions	(136,786)
At 31 March 2023	225,995

Programme related investments relates to a 25% share in Arise Yorkshire Limited, a company registered in England and Wales (Company number 08408211).

The reduction in value relates to a prior year adjustment in the financial statements for Arise Yorkshire Ltd for the year ended 31 March 2023 in relation to deferred taxation and the revaluation of properties. The investment is now recognised as unrestricted as the restriction on the distribution of the assets of the company has been removed.

17 Fixed asset investments - Group

	2023	2022
	£	£
Unlisted investments	3,750	3,750
	3,750	3,750

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

17 Fixed asset investments - Group

(Continued)

Movements in fixed asset investments

	Shares £
Cost or valuation	
At 1 April 2021 & 31 March 2022	3,750
Carrying amount	
At 31 March 2023	3,750
At 31 March 2022	3,750

18 Fixed asset investments - Charity

	2023 £	2022 £
Investments in subsidiaries	100	100
Unlisted investments	3,750	3,750
	<u>3,850</u>	<u>3,850</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

19 Subsidiaries

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
Bradford Trident Trading Limited England	Trading of investment property	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries was as follows:

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,964	1,360	1,360	-

20 Debtors

	Group 2023	2022	Charity 2023	2022
Amounts falling due within one year:	£	£	£	£
Trade debtors	167,511	230,219	167,510	230,219
Amounts due from subsidiary undertakings	-	-	26,745	26,643
Other debtors	1,721	910	1,721	910
Prepayments and accrued income	599,486	396,611	599,486	396,611
	<u>768,718</u>	<u>627,740</u>	<u>795,462</u>	<u>654,383</u>

21 Creditors: amounts falling due within one year

	Group 2023 £	2022 £	Charity 2023 £	2022 £
Loans and overdrafts	-	400,000	-	400,000
Other taxation and social security	49,392	11,548	49,392	11,548
Trade creditors	960,953	2,713,922	960,953	2,713,922
Other creditors	33,600	1,084	33,600	1,084
Accruals	1,797,753	788,493	1,796,489	787,229
	<u>2,841,698</u>	<u>3,915,047</u>	<u>2,840,434</u>	<u>3,913,783</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

22 Designated funds - Group and Charity

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2021 £	Transfers £	Balance at 1 April 2022 £	Transfers £	Balance at 31 March 2023 £
Investment Property Development Fund	290,000	(70,000)	220,000	-	220,000
Carbon Reduction Fund	93,000	(3,000)	90,000	-	90,000
Redundancy Fund	148,000	29,000	177,000	30,000	207,000
Contingency Fund	248,000	-	248,000	5,000	253,000
Buildings Reserve	30,000	-	30,000	-	30,000
	<u>809,000</u>	<u>(44,000)</u>	<u>765,000</u>	<u>35,000</u>	<u>800,000</u>

The Investment Property Development Fund is funds set aside to develop a property with the intention of the property generating further income for the Charity. The fund is expected to be spent within the next twelve to twenty four months.

The Carbon Reduction Fund is funds set aside to enable the Charity to reduce its carbon footprint.

The Redundancy and Contingency Funds are funds set aside in the unlikely event of a significant loss in funding. The funds are not expected to be spent in the foreseeable future.

The Buildings Reserve is funds set aside for unexpected repairs to the buildings. Do to the nature of the fund the funds are not expected to be spent in the foreseeable future.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

23 Restricted funds - Group

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2021	Movement in funds		Balance at 1 April 2022	Movement in funds		Transfers	Balance at 31 March 2023
	£	Incoming resources	Resources expended	£	Incoming resources	Resources expended	£	£
Woodroyd	520,442	-	-	520,442	-	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	-	758,401
Better Start	5,864	6,804,969	(6,517,690)	293,143	7,001,962	(7,218,463)	-	76,638
Digital Inclusion	-	2,620	(2,620)	-	-	-	-	-
Bike Library/ Bike Friendly Business	-	1,000	(1,000)	-	-	-	-	-
Business Development Support	-	8,000	(8,000)	-	-	-	-	-
Holiday Play Provision	-	16,878	(16,878)	-	13,665	(13,665)	-	-
Leeds Hospital Charity	-	24,888	(24,888)	-	24,888	(24,888)	-	-
Climate Change	-	2,000	(2,000)	-	-	-	-	-
Parkside Extension	118,000	-	(2,250)	115,750	180,000	(249,663)	-	46,087
Play Bradford	-	5,244	(5,244)	-	10,908	(10,908)	-	-
Parkside	-	131,000	(131,000)	-	-	-	-	-
Information Collection & Dissemination	-	250	(250)	-	-	-	-	-
ROMA Connect	-	4,658	(4,658)	-	-	-	-	-
Enterprise Support	-	14,886	(14,886)	-	-	-	-	-
Household support	-	2,359	(2,359)	-	-	-	-	-
Test & Trace Community Engagement	-	50	(50)	-	-	-	-	-
BCE Investment in Shares	3,750	-	-	3,750	-	-	-	3,750
Log In, Check In, Move Up	2,435	6,000	(8,435)	-	-	-	-	-
Arise Yorkshire Limited (see note 16)	362,059	722	-	362,781	(136,786)	-	(225,995)	-
Better Place	-	-	-	-	95,075	(95,075)	-	-
Active Travel Hub	-	-	-	-	49,995	(240)	-	49,755
Power to Change - Insulation Mayfield	-	-	-	-	10,000	(5,381)	-	4,619
	<u>1,770,951</u>	<u>7,025,524</u>	<u>(6,742,208)</u>	<u>2,054,267</u>	<u>7,249,707</u>	<u>(7,618,283)</u>	<u>(225,995)</u>	<u>1,459,692</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

23	Restricted funds - Group	(Continued)
	Woodroyd and Park Lane relate to funds received from the European Regional Development Fund for work on the buildings. Should these properties be sold before 2023, the monies may be repayable.	
	Parkside extension spend relates to grants received to improve the sports hall.	
	Public Health, Well Being Cafe and Cycling Event all relate to funds received from Bradford City Council for the purpose for which they are named.	
	Better Start relates to funds received from Big Lottery Fund, City of Bradford Metropolitan District Council, Bradford District and City Clinical Commissioning Groups, West Yorkshire Police and Bradford District Care Trust to help parents give their children the best start in life.	
	Bike Library is funding received from Welbome to Yorkshire to operate a bike library.	
	The Community Asset Project is funding received from Bradford District and City Clinical Commissioning Groups in relation to research into community health assets.	
	Community meals relates to funds received to provide meals for the local community.	
	Diabetes Prevention and Management relate to the provision of one to one support for the prevention and management of diabetes.	
	Healthy Lifestyles is funding received to raise awareness of lifestyle changes.	
	Active Travel (WYCA) is funding to promote cycling and walking to people looking for work.	
	Right Conversation is funding to raise awareness of the alternatives to the Accident and Emergency department.	
	Better Place is a commission from Better Start Bradford funded by the National Lottery Community Fund to provide support and activities for very young families to engage with their local green spaces and to provide play opportunities for very young children.	
	Community Play Partnership is funding from the National Lottery Community Fund via Play Bradford to support activities to enable children to play out more.	
	Active Travel Hub is funding from West Yorkshire Combined Authority for support to help commuters adopt active travel modes of transport (walking, cycling and scooting).	
	Power to Change - Resilient Communities Fund is funding to help community business to make capital improvements to reduce their energy bills and so become more resilient organisations.	

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

24 Restricted funds - Charity		Balance at 1 April 2021		Movement in funds		Balance at 1 April 2022		Movement in funds		Balance at 31 March 2023	
		£	£	Incoming resources	Resources expended	£	£	Incoming resources	Resources expended	£	£
	Woodroyd	520,442	-	-	-	520,442	-	-	-	520,442	-
	Park Lane	758,401	-	-	-	758,401	-	-	-	758,401	-
	Better Start	5,864	6,804,969	-	(6,517,690)	293,143	7,001,962	7,001,962	(7,218,463)	76,636	-
	Play Bradford	-	5,244	2,620	(5,244)	-	10,908	10,908	(10,908)	-	-
	Digital Inclusion	-	2,620	1,000	(2,620)	-	-	-	-	-	-
	Bike Library/ Bike Friendly Business	-	8,000	8,000	(8,000)	-	-	-	-	-	-
	Business Development support	-	16,878	24,888	(16,878)	-	13,665	13,665	(13,665)	-	-
	Holiday Play Provision	-	24,888	2,000	(24,888)	-	24,888	24,888	(24,888)	-	-
	Leeds Hospital Charity	-	-	-	-	-	-	-	-	-	-
	Climate Change	-	118,000	-	(2,250)	115,750	180,000	180,000	(249,663)	46,087	-
	Parkside Extension	-	-	131,000	(131,000)	-	-	-	-	-	-
	Parkside	-	-	250	(2,520)	-	-	-	-	-	-
	Community Anchor 'Information Collection & Dissemination	-	-	4,658	(4,658)	-	-	-	-	-	-
	ROMA Connect	-	-	14,886	(14,886)	-	-	-	-	-	-
	Enterprise Support	-	-	2,359	(2,359)	-	-	-	-	-	-
	Household Support	-	-	50	(50)	-	-	-	-	-	-
	Test & Trace Community Engagement	-	3,750	-	-	3,750	-	-	-	3,750	-
	BCE Investment in Shares	-	-	-	-	-	-	-	-	-	-
	Cleaner Streets	-	2,435	6,000	(6,435)	-	-	-	-	-	-
	Log In, Check In, Move Up	-	-	-	-	-	95,075	95,075	(95,075)	-	-
	Better Place	-	-	-	-	-	48,995	48,995	(240)	48,755	-
	Active Travel Hub	-	-	-	-	-	10,000	10,000	(5,381)	4,619	-
	Power to Change Mayfield Insulation	-	-	-	-	-	-	-	-	-	-
		1,408,892	7,024,802	(6,742,208)		1,591,486	7,386,493	(7,618,283)		1,459,692	

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

25 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	223,786	217,027

There were no other disclosable related party transactions during the year (2022 - none).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

26 Funds	Funds - Group	Movement in funds					Movement in funds				
		Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022	Balance at 31 March 2023
		£	£	£	£	£	£	£	£	£	£
Funds - Charity	Restricted funds	1,770,951	7,025,524	(6,742,208)	-	2,054,267	7,249,705	(7,618,285)	(225,995)	1,459,692	1,459,692
	Designated funds	809,000	-	-	(44,000)	765,000	-	-	35,000	800,000	800,000
	Unrestricted funds	3,873,369	1,194,388	(1,239,865)	70,000	3,902,892	1,431,436	(1,420,666)	190,995	4,104,657	4,104,657
		6,458,320	8,219,912	(7,982,073)	26,000	6,722,159	8,681,141	(9,038,951)	-	6,364,349	6,364,349
Funds - Charity	Restricted funds	1,408,892	7,024,802	(6,742,208)	-	1,691,486	7,386,491	(7,618,285)	-	1,459,692	1,459,692
	Designated funds	809,000	-	-	(44,000)	765,000	-	-	35,000	800,000	800,000
	Unrestricted funds	3,873,505	1,163,025	(1,208,503)	70,000	3,898,027	1,428,930	(1,419,159)	(35,000)	3,873,798	3,873,798
		6,091,397	8,187,827	(7,950,711)	26,000	6,354,513	8,815,421	(9,037,444)	-	6,133,490	6,133,490

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

27 Analysis of net assets between funds - Group

Fund balances at 31 March 2023 are represented by:

	Unrestricted funds 2023	Designated funds 2023	Restricted funds 2023	Total Unrestricted funds 2023	Designated funds 2022	Restricted funds 2022	Total
	£	£	£	£	£	£	£
Tangible assets	464,865	-	1,324,930	1,789,795	434,680	1,394,593	1,829,273
Investment properties	3,138,569	-	-	3,138,569	3,351,919	-	3,351,919
Investments	-	-	3,750	3,750	-	3,750	3,750
Programme related assets	225,995	-	-	225,995	-	362,781	362,781
Current assets/(liabilities)	275,228	800,000	131,012	1,206,240	116,293	283,143	1,174,436
	<u>4,104,657</u>	<u>800,000</u>	<u>1,459,692</u>	<u>6,364,349</u>	<u>3,902,892</u>	<u>2,054,267</u>	<u>6,722,159</u>

28 Analysis of net assets between funds - Charity

	Unrestricted funds 2023	Designated funds 2023	Restricted funds 2023	Total Unrestricted funds 2023	Designated funds 2022	Restricted funds 2022	Total
	£	£	£	£	£	£	£
Tangible assets	464,865	-	1,324,930	1,789,795	434,680	1,394,593	1,829,273
Investment properties	3,138,569	-	-	3,138,569	3,351,919	-	3,351,919
Investments	100	-	3,750	3,850	100	3,750	3,850
Current assets/(liabilities)	270,264	800,000	131,012	1,201,276	111,328	293,143	1,169,471
	<u>3,873,798</u>	<u>800,000</u>	<u>1,459,692</u>	<u>6,133,490</u>	<u>3,898,027</u>	<u>1,691,486</u>	<u>6,354,513</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

29 Analysis of changes in net funds

	At 1 April 2022 £	Cash flows £	At 31 March 2023 £
Cash at bank and in hand	4,461,743	(1,182,523)	3,279,220
Loans falling due within one year	(400,000)	400,000	-
	<u>4,061,743</u>	<u>(782,523)</u>	<u>3,279,220</u>

30 Cash generated from operations - Group

	2023 £	2022 £
(Deficit)/surplus for the year	(357,809)	263,839
Adjustments for:		
Investment income recognised in profit or loss	(922,029)	(678,011)
Fair value gains and losses on investment properties	(180)	(108,350)
Share of joint venture	136,786	(722)
Depreciation and impairment of tangible fixed assets	39,478	38,245
Movements in working capital:		
(Increase) in debtors	(140,978)	(209,777)
(Decrease)/increase in creditors	(673,349)	652,382
Cash absorbed by operations	<u>(1,918,081)</u>	<u>(42,394)</u>
Cash generated from operations - Charity	2023 £	2022 £
(Deficit)/surplus for the year	(221,023)	13,610
Adjustments for:		
Investment income recognised in profit or loss	(921,827)	(678,006)
Fair value gains and losses on investment properties	(180)	-
Depreciation and impairment of tangible fixed assets	39,478	38,245
Movements in working capital:		
(Increase) in debtors	(141,079)	(97,195)
(Decrease)/increase in creditors	(673,348)	651,882
Cash absorbed by operations	<u>(1,917,979)</u>	<u>(71,464)</u>

BRADFORD TRIDENT LIMITED

England & Wales - Charity number 1107561

Accounts

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

Charity Registration No. 1107561
Company Registration No. 04084653 (England and Wales)

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Treasurer	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	
	Ms Ramenpreet Haire	Business Director	
	Cllr Shah Mohammed Khokar	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	
	Cllr Javed Khan	Community Councillor	
	Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
	Mr Ishaq Shafiq	Community Director	
	Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)
	Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)

Secretary Carlton Smith

Executive Officers Carlton Smith (Chief Executive Officer)
Alexandra Spragg (Programme Director Better Start Bradford)

Charity number 1107561

Company number 04084653

Auditor Naylor Wintersgill Limited
Carlton House
Grammar School Street
Bradford
BD1 4NS

Bankers

CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Mailling
Kent
ME19 4JQ

Solicitors Gordons LLP
Forward House
8 Duke Street
Bradford
BD1 3QX

BRADFORD TRIDENT LIMITED

CONTENTS

	Page
Trustees report	1 - 22
Statement of Trustees responsibilities	23
Independent auditor's report	17-19
Group statement of financial activities	27
Group balance sheet	28
Charity balance sheet	22
Group statement of cash flows	30
Charity statement of cash flows	24
Notes to the accounts	32 - 53

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2022

The Trustees present their annual report and financial statements for the year ended 31 March 2022.

The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the Charity's memorandum and articles of association, 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 2015)"

Headline Summary

Trident has expanded its activities this period with partnership work with Girdlington Community Centre in a Connecting Roma programme to complement our other 9 activity areas. These have benefited from support of 180 volunteers who have gifted 5,827 hours of their time. The Better Start Bradford programme reached 7,864 beneficiaries during the year. Enterprise support assisted 76 clients last year safeguarding local jobs, the Nursery stimulated and kick-started the education of 21 children, The Bike Library co-repaired 155 bicycles and made 725 bicycle loans; Healthy Lifestyles support 133 clients throughout the Covid Crisis and via associated activities. The sports centre returned to normal service benefiting 778 local residents, most on a weekly basis and our community hubs enabled local events and celebrations enjoyed by 11,644 people. Our services and activities were accessed by 21,635 local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports centre and Bike Library) to the old and very old (Healthy Lifestyles). Trident are proud and delighted that the diversity of our users closely reflects in the diversity of our neighbourhood.

On 26 August 2021 the Trident Board unanimously committed to recognising that climate change poses a threat to the economy, nature and society-at-large, Trident commits to take action immediately in order to:

- Halve our greenhouse gas emissions before 2030
- Achieve net zero emissions before 2050
- Disclose our progress on a yearly basis

In doing so, we are proud to be recognised by the United Nations Race to Zero campaign, and join governments, businesses, cities, regions, and universities around the world that share the same mission.

Trident has publicly made the above commitment via the SME Climate Hub. For the period our Equivalent Carbon Dioxide estimated emissions were 385 tonnes using the Normative Business Carbon Calculator provided by the SME Climate Hub. The 385tn is made up from Scope 1 207tnCO₂e (53%), Scope 2 98.4tnCO₂e (26%) and scope 3 79.2tnCO₂e (21%) emissions.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities

Bradford Trident is adopting the Charity Governance Code and is working to ensure the seven principals are implemented across the charity.

The purpose of Bradford Trident Limited is the promotion for the benefit of the public of a regeneration programme within and around BD5 by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- (d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need;
- (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 or improvement of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or other bodies of a statutory duty to provide or improve housing;
- (g) the maintenance, improvement or provision of public amenities;
- (h) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities;
- (i) the protection or conservation of the environment;
- (j) the provision of public health facilities and childcare;
- (k) the promotion of public safety and prevention of crime;

and such other charitable purposes for the benefit of the inhabitants of the Area of Benefit as the Board may determine from time to time.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

From community consultations, dialogue within our local networks and forums and discussions of the Board and other stakeholders the Bradford Trident **aims and activities** for the BD5 area have been agreed as:

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Support & Development service Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Digital Inclusion support
Improve health and wellbeing	Health and Wellbeing programmes Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes Roma Connect

The BD5 and surrounding area continues to be characterised by health inequalities, below average educational attainment and below average employment rates, particularly for younger people, and income deprivation affecting older people and families with children. Our programmes are designed to address these issues.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

By delivering against these objectives Bradford Trident will contribute towards it's legal purpose of the regeneration of the BD5 and surrounding area. Measurers used to assess success include: building usage data, nursery attendance and child development assessments, improvements in children's outcomes (social, emotional, language, environmental), progression through the healthy lifestyles journeys, sport centre activities and usage, community action days and volunteer numbers and hours, bike loans and training delivered (courses, attendees), enterprises supported and jobs created.

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)
Community Hubs	6.32	11,649	554 (7.0%)
Core functions (inc' Overheads)	3.50	-	285 (3.6%)
Community Development	0.28	47	35 (0.4%)
Community Council	0.00	-	20 (0.3%)
Healthy Lifestyles	4.29	133	138 (1.7%)
Parkside Sports Centre	1.62	778	87 (1.1%)
Bike Library	0.20	916	1 (0.01%)
Park Lane Preschool	3.20	21	78 (1.0%)
Digital Inclusion support & Covid response	0.20	151	8 (0.01%)
Better Start Bradford	24.92	7,864	6,663 (84.0%)
Enterprise Support & Development	0.65	76	41 (0.5%)
Parkside Extension			25 (0.3%)
Total	45.18	21,635	£7,935

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 59 staff (45.18 Full Time Equivalents), 46 (35.36 FTE) are engaged in project/service delivery and 13 (9.82 FTE) are busy with core functions and facilities. In other words 22% of charity energies are involved in running the charity and its assets, 78% is spent on delivering community services.

Bradford Trident secured £400,000 social investment in the period.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 180 volunteers and their 5,827 hours of volunteered time. Using the UK Living wage (£9.50) as the going rate this equates to £55,357.

Programme (Activity)	Nos. of Volunteers	Vol' hours
Better Start Bradford (activity support)	77	3,696
Community Development (community activism)	11	156
Bike Library (bike renovation and maintenance)	8	528
Digital Inclusion support	45	135
Preschool Nursery	2	360
Enterprise	0	0
Community Buildings	0	0
Parkside Sports Centre	15	600
Healthy Lifestyles (activity support)	8	250
Trustees (strategic direction)	14	102
Total	180	5,827

Strategic Report

Achievements and performance

Covid-19 Response

For half of the period of this report intermittent lockdowns and restrictions continued across Bradford. The team continued with their adapted services providing:

- maintenance of essential services to the community including food and resource provision to the most-needy during periods of lock down'
- access to IT equipment to enable residents to access online services,
- thorough risk assessments and mitigation plans for all services, activities, and buildings,
- telephone support and online services.

In the autumn the gradual process of re-establishing a new normal began and some sections of the community began to gather in steadily increasing numbers. It was only as this reporting period was ending that normal service can be said to have resumed.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Trident's Board of Trustees salutes the adaptability and dedication of its staff team throughout these testing times and the generosity and support of local businesses, the community council and local charities, many of whom made resources available to the local residents

Better Start Bradford (BSB)

BSB's vision is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. 7 years into a 10-year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development.

Covid -19 continued to impact on service delivery for most of the year with adapted models of working and delivering adopted by the projects and programme team, however significant progress was made across all aspects on the programme.

Better Place

Better Place has almost completed the improvements to local parks and outdoor spaces. In addition to providing increased opportunities for babies and young children to enjoy being outdoors with their families, the project has also supported initiatives to reduce exposure to harmful traffic fumes for pregnant women and small children.

98 Little Library boxes have been distributed to sites across the Better Start area.

Countryfile revisited the natural play area in Horton Park and interviewed members of the local community about the impact of the local tree planting

A seminar and virtual tour of Better Place sites was delivered to over 40 Leeds University MSc students on the Sustainable Cities course.

Following completion of the development phase of the project a recommission of the Better Place Engagement contract was undertaken and awarded to Bradford Trident for the year ahead.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Learning Together

The model of delivery of Learning Together events continued to be disrupted by Covid-19, and opportunities to engage with the workforce limited. Building on the learning from the previous year there were several significant highlights:

• The first podcast series was completed with:

- Episode 5 – Starting the Early Childhood Adversity Conversation
- Episode 6 – Greener Cities, Healthier Communities

These were developed to explore key issues facing families with young children and those working with them.

• Two A Better Start (ABS) National conferences were held with large audiences from local and national government, policymakers and third sector organisations:

- Parent and Communities in the Driving Seat – had contributions from a Better Start Bradford Community Champion and a Community Board Member as well as a session delivered on how the Better Start project was co-produced and co-designed.
- Reducing Inequalities in Early Childhood – Learning from A Better Start provided examples of how the 5 sites are empowering communities through co-production, changing systems with a focus on data and outcomes and mobilising the workforce and community.

• A joint ABS Webinar for Infant Mental Health Awareness Week on Including Infants in Children and Young People's mental health and avoiding the baby blind spot was successfully delivered.

• A series of Virtual Learning Live sessions have been developed with partners to provide an overview of the programme and the child development messages we promote. Initially aimed at students this has been broadened to those new to the workforce.

• We have been working with Bradford College and University of Bradford to ensure prevention and early intervention and child development are covered appropriately on relevant courses.

• Increased the number of student placements offered and long arm support to enable placements with project teams.

• A digital campaign, Moments that Matter was developed with the Little Minds Matter project to increase knowledge and understanding of the impact of small interactions on children's development. Videos were created as demonstration tools and these were filmed by local families in their homes as research demonstrated that modelling from people like those the messaging was aimed at was most effective.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Baby Week Bradford

The theme for the 4th annual event was “Bradford Babies are Everybody’s Business”

The event was delivered in collaboration with Baby Week Leeds and Baby Week Cheshire and Merseyside and provided a variety of online and in person events aimed at both families and the workforce working with them. Highlights included a screening of the “in Utero” documentary followed by a panel discussion and a range of family focussed music events.

Family and Community Engagement

The work of the Family and Community Engagement Workers and commissioned Neighbourhood Workers continued to be impacted by the Covid-19 restrictions, but delivery was adapted where possible to increase the use of outdoors delivery.

As the 2021 Bradford Literature Festival was unable to go ahead in its traditional form the Better Start Bradford sponsorship was used to support the “Aladdin and the Stolen Stories” Story Trail which was a physical and virtual trail using several sites over the Bradford footprint including Horton, Bowling and Peel parks. Better Start Bradford were also represented at the Festival Unlocked play events delivered in Bowling and Peel parks as lead in events for the festival.

A series of summer events hosted by settings and community organisations were funded to promote 2-year-old nursery education take up. Take up in Bradford East has increased significantly following this approach.

Parents in The Lead Activity Fund reached the milestone of £120,000 being invested in parent led activities within the community. A review of the fund was undertaken, and the Partnership Board agreed a number of recommendations to develop the opportunities for this aspect of the programme to build social capital within our community.

Health and Wellbeing Clinics have been established as a collaboration between the Neighbourhood Project and Health Visiting. Drop-in clinics are offered alongside other family focused activities such as Stay and Play where parents can access baby weighing and support from Health Visitors.

Sustainability and Legacy

Public Health and Children's Services have worked closely with the Better Start Bradford team to develop a number of areas of work using the learning from the programme. These have included:

- Contributing to the district wide Breastfeeding support contract specification and linking this to the Better Start funded project.
- A joint commission of the Play and Learn Support Service, supporting the districts provision of informal universal play and learn provision to be good quality, promote wellbeing and encourage health promoting activity, and to influence the home learning environment for children in the district.
- A Speech and Language pathway is under development which incorporates learning from the Talking Together project and a commission for district wide early support is expected.
- The development of a Case for Change for the way in which services for children aged 0-5 and their families are delivered. Many of the proposals chime with the Best Start for Life government initiative which Bradford will be one of the first 75 local authorities to roll out. Better Start Bradford are supporting the development of the offer and expect this investment to create opportunities for several BSB projects to be scaled up and mainstreamed.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Community Buildings Management

The three Neighbourhood Centres carried good occupancy rates (83% combined) and sustained excellent retained tenant business throughout the Covid-19 pandemic and subsequent ending of lockdown and easing of restrictions. We supported our tenants with information on the range of financial help available from local and central government to help businesses and organisations cope with the effects of Covid-19. Tenants used Grant funding to continue operating and the Furlough scheme to help with wages/retain staff. We also encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services. Most Funders fully backing their recipients and also increasing their support to help them.

A two fold strategy continues to control our costs;

- Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.
- Maintaining competition between contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.

Trident is moving to replace its heat and hot water reliance on fossil fuels (gas boilers) with renewable technology; we are finalising proposals that will use Air Source Heat Pumps to provide heat and hot water for our Park Lane Centre. Once installed, commissioned and successfully delivering the needs of the building and its users – we aim to carry out the process at our other sites to champion the reduction in our Carbon footprint.

This new strategy compliments our Solar Photo Voltaic Arrays at: Park Lane (28.20 kWp), Mayfield (30.00 kWp) and Woodroyd (26.40 kWp) which generate an estimated combined annual yield of 68,000 kWhs. Moving to solar has already given us some protection from energy price increases and started lowering our carbon footprint at each of the sites.

The Mayfield Centre is well established and has now been open for over 15 years. It has good occupancy rates and is mainly home to our community organisation tenants. Covid-19, the consequent lockdown and restrictions prevented the use of the centre, however, since Covid-19 restrictions eased in August 2021 we have seen a good return of the local community using the centre for a range of activities. 6933 people attended functions at the Mayfield hall and meeting rooms at 102 separate events.

The Park Lane Centre is working well also with high occupancy rates. Being the base for the Community Enterprise Coach it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. Again Covid-19, the consequent lockdown and restrictions prevented the use of the centre and since Covid-19 restrictions eased in August 2021 we have seen a steady return of people to the centre for a range of activities. 4716 people attended functions at the Park Lane hall and meeting rooms at 84 separate events.

The Woodroyd Centre as a key medical site was open during the lockdown delivering its services to the local community with NHS staff delivering GP telephone consultations, Community health outreach and the Covid-19 vaccine rollout on-site. Negotiations with the NHS are in the final stages for it to take up more space at the Woodroyd centre to deliver extra health services to the local community. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community.

We have received planning approval to create a new full width front extension at the Parkside Sports Centre to incorporate a new reception area, café, gym, multi-purpose fitness room, enhanced changing rooms, accessible lift, accessible toilet facilities and state of the art cricket lanes and coaching to encourage young and old, especially girls and women to take up cricket. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) supporting and committing financially to create the new sports extension together with other funders. We are hopeful that Levelling Up Funding (LUF) will complete the financial package required for us to create the enhanced sports facility. The sports centre has welcomed back people after the Covid-19 lockdown ended and restrictions were eased. A new management system is also in place and tasked to deliver the transition to a sustainable building.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

We used the lockdown and restrictions to carry out improvements to welcome back people at the centres; these included Woodroyd Café facelift to re-launch a fresh and vibrant focal point.

We installed large interactive screens in the Park Lane hall, boardroom and Mayfield hall to create High-tech hire space. The Mayfield hall also benefited from the installation of a light and sound system to provide users with additional features. We created IT hubs at Park Lane, Mayfield, Parkside with an accessible computer at each site for those in the community that don't have access to a computer.

With over 75% of events and bookings coming from our BD5 area and the diverse range of services that our tenants provide; services that include; Counselling that supports young people, families, individuals and couples, Support for adults with learning difficulties, Support for best practice in Pre-schools, Playgroups and Parent & Toddler groups, Children's Tuition, Adult Skills and Education, Debt and Benefit advice and Community Health – there is a positive impact in the BD5 area which we are proud to be involved in and plan to build on to improve the lives of those less fortunate.

Parkside Sports Centre

Parkside was partially affected by Covid restrictions during the year due to lock downs. Lockdowns effected both sporting and community sessions.

The centre was repurposed as food distribution hub and maintained support and contact with the community. Special thanks to:

- **AR Travel & Tours Ltd** staff who volunteered to distribute food parcels.
- **The Youth Association** for 2 sets (60) Resource packs for local young people
- **Artworks** for 100 activity packs for young children.

Once allowed the centre was able to quickly re-start sports sessions. However some users delayed their return due to Covid related fears and indoor sports.

Available sessions were widely adverted which secured new users to Parkside, but this did take time to build back to previous sports session activity levels.

As the restrictions lifted, bookings for the Community activities increased steadily including bookings for Parties and small functions, as well as Literacy Trust (Bradford Stories) brought their American school Bus to Parkside with Authors to read story's and gave out over 200 books to children.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)*****FOR THE YEAR ENDED 31 MARCH 2022***

Staff have welcomed some new organisations, to establish new sessions at Parkside including:

Agent	Session
Horton Housing	ESOL Classes for 10-15 women weekly
Women Zone	Netball sessions for 15 women in the Sports hall
Bradford Foundation Trust	HAFS sessions for 30 Refugee and Asylum seeker children on Saturdays from August upon till Christmas 2021.
Youth Service	Sports sessions on Tuesday and Thursday, in the sports hall for 20 Children of Afghan refugee Families living in Cedar court.
Literacy Trust	delivered digital inclusion sessions for 10 young people and
Yorkshire Cricket Foundation	Women cricket league over the winter months, 40+ women play in the competition weekly
New Horizons	Working with Special needs Clients, Replaced Bradford Academy, using the upstairs space 10am till 3pm Mon-Fri and 12pm-3pm Saturdays and Sundays
Sumera	Exercise sessions on Mondays and Thursdays for 10-15 women weekly
WBYI	Children Cricket sessions over the winter months
Arabic School	new Arabic School Saturday mornings 40+ children attend
NAFS	Exercise sessions for up to 20 women on Tuesday, Wednesday and Fridays.
Theory Test	Theory Test learning session on Friday for up to 10 women
The Youth Association	

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Funding was secured from the Holiday Activities and Food programme for activities delivered through August for 20 children daily for 3 weeks. Provision included: Arts and Craft, age-appropriate education work sheets and food ingredients, for families to cook together at home and enjoy family meals together.

Support for families continues with food parcels, working with local Organisations such as Bradford Community Kitchen and BCADS, support has extended to more than 50 families over the summer months and another 20 over Christmas.

Special thanks to our 15 Volunteers who freely gave over 600+ hours of their time and energy.

Parkside Sports Centre Extension

Steady progress to the plans and finances of the project was made through the year. Adaptations were made to address limitations placed upon the site by Yorkshire Waters drainage retention tank, which resulted in the now striking design for the first floor cricket hall. Over 200 funding applications were submitted and reasonable success has secured over a £1 million of funding pledges. The patience and understanding of our funders is greatly appreciated and has been critical towards the project moving forward. The aim of the project is to bring to Little Horton state of the art sporting facilities and a robust sports development plan to encourage and enable young and old, especially girls and women to take up cricket and other physical activities. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) and other funders supporting and committing financially to create the new sports extension.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Park Lane Pre-School Nursery

Continued professional development has enabled our practitioners to fulfil their potential through face to face first aid, also online training in understanding Autism, risk assessments, Healthy start in childcare course, safeguarding and food safety. Staff supervision and meetings have been on-going around the day to day running of the nursery. All staff have completed their training with I CAN. This is the Early Talk Toolkit with a collection of resources designed to help children under 5 with their speech and language development.

After receiving the I CAN's Early Talk Accreditation in September 2021 we have created communication rich areas, we have been using the resources to improve speech, language and communication with our children and we have identified 2 children in need of the Early years Inclusion Funding.

The nursery has been attending meetings at Barkerend Centre to discuss the 2 year offer take up in our area. We have been looking at how we can work together to support more families to access the free 2-year eligibility offer. Overall, the Little Horton Ward Area is our lowest uptake ward. We are taking proactive steps to increase take up, and we have been looking at views and ideas on how best we can further engage with families. So far, each term we are conducting door to door leafleting and with the help of the team at Barkerend Centre we approach families who are eligible for the 15 hours free childcare.

In July 2021 we had a leaving party for those children who were moving into reception class, they had their graduation photos taken and certificates were presented to them. Key workers had end of year parent consultations and discussed transition from pre school to school. All assessments and reports were presented to schools for those children who were leaving our nursery. This will provide continuity in children's development as they move on to their next stage of learning. We ended the year by arranging a sports week and we took parents and children to Lister Park for a fun day out.

After contacting Ofsted, we have now been successful in providing 30 hours of free childcare to parents who are eligible, providing they can secure their eligibility code through HMRC. We applied for Xmas presents through radio Leeds, funding was agreed and the pre school and the playgroup children received a present from Santa. We won a competition in the Families Leeds and west Yorkshire magazine. The prize was a timber tots magic tree activity set for children to enjoy. A photograph was published in the magazine showing our children playing with this activity. We continue to be part of the BD5 magazine and advertise for free childcare places and share photographs of the work we do with our children.

Our volunteers and students are always valued in our nursery and play an important role in interacting with children. We appreciate their help, and they make a huge difference when they can work with some of the children on a 1:1 basis. Our two volunteers have taken up roles in supporting children with special needs, this is term time only and is paid through extra funding from the SEN department.

Every Tuesday morning term time only we continue to offer playgroup sessions for the community. This is working well where parents, babies and toddlers can enjoy a wide range of activities in the hall.

We have had regular visitors from Bradford Learning Alliance, Bradford under Five's Association, Baby Ballet, incredible years etc, who have been interested in meeting the group and offering their services and talking to parents.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Community Development Activities

Using an asset-based community development approach, Bradford Trident delivered a range of activities to support our communities. Community Development work supported:

- Work with partners from all sectors including the statutory, voluntary, faith and charitable with a view to better delivered bespoke services to combat local issues and support needs. Work with multi-agency structures such as Ward Officer Team meetings for Little Horton and City Ward impacted and shaped service allocation and delivery for example days of action, community clean-ups, and anti-crime initiatives combatting Anti-Social Behaviour.
- Local Neighbourhood Associations improved their governance, fundraising ability and bid writing capacities so these structures can effectively design, organise and deliver a range of activities to support the needs of their respective neighbourhoods.
- Support to Community Amateur Sports Clubs developed their governance and built their capacity to better sustain the offer of sporting activities to local people.
- A co-ordinated approach to volunteering for the area in partnership with local organisations from a range of sectors signposted and “matching services” to local volunteers to meet the demand and needs of local organisations from the third sector, thereby bettering the offer of programmes to the community.

Community (Urban Parish) Council

The charity invested £20,000 into the Community (urban parish) Council to facilitate it's operation and community activities, of which £10,000 funds small grant awards administered by the Community Council to local community and voluntary groups.

Community Development

A variety of Neighbourhood Associations, Sports clubs and the Faith Forum were supported throughout the year.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Bike Library and Active Travel

Weekly bicycle repairs and mechanical workshops were conducted through the Bike Library with a dedicated team of volunteers. Advice and courses on cycling safely on the roads through courses like Bikeability Levels 1, 2 and 3; teaching adults on how to repair their own and children's bicycles thereby instilling confidence in riding further than traditional short local journeys. The year saw the project increase the reach of its work by working with partners including: Healthy Life Cycles, Capital of Cycling, Margaret Cairey Foundation, Bradford Council and local schools.

- 16 bicycles donated to the bike library,
- 155 bicycles co-repaired and maintained at the workshop (133 of which belonged to children and 22 that belonged to adults).
- 725 bicycles were loaned (592 through activities including Bikeability and Learn to Rides and 133 that were loaned to individuals).
- 8 volunteers engaged who contributed 552 hours of time.

This work has positively impacted active travel and contributed to the betterment of the air quality in the area.

In addition, as previously, School Striders Project geared up to deliver in our local primary schools in partnership with Cecil Green Arts, funded through the Clinical Commissioning Groups (CCGs) in Community Partnership 6 (CP6). The benefits included: children and families being more active due to walking short journeys, better air quality as cars journeys were being replaced by walking, cycling and scooting to schools and parents spending a little more time outdoors with their children.

Digital Inclusion

Through extensive work with local organisations, partners and the establishment of new and interesting networks, Bradford Trident has continued its work on digital inclusion with support from Good Things Foundation.

Work undertaken through the Log On, Check In, Move Up (LOCIMU) partnership supported hundreds of local people from all ages and backgrounds. The work involved GCSE tutoring, provision of internet access, 121 volunteer support on using the internet for improving skills and confidence, debt, housing, benefits advice, counselling and support with school appeals.

Thanks to funding from the Scheinberg Relief Fund via the Good Things Foundation the Connect Up project sought to support 52 individuals representing the most marginalised, the elderly, with support through 1:1 volunteering. Support was provided in the home and through other interventions we made via the CLICS team and Healthy Lifestyles Project. This has reduced digital exclusion, loneliness and isolation in over 55s by helping them increase their digital skills and confidence.

As part of supporting the digitally divided, we have also secured and given away 151 sim cards distributed to those in need, thanks to O2 and Vodafone for the free data via the National Databank.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Healthy Lifestyles Project and Central Locality Integrated Care Service

The Healthy Lifestyles Project delivers:

- lunch clubs for senior citizens
- Women's group
- Food hub
- Well-Being café.

The period saw the project coming out of Covid 19 and the national lockdowns, which meant that groups were starting to get back up and people took some time to adjust back to 'business as usual'.

The year in figures:

Attendees at Healthy Lifestyles weekly /monthly groups.

Seniors lunch clubs: 25 individuals per week over 49 weeks = 1,225 attendances

Women's group: 18 individuals per week over 48 weeks = 816 attendances

Food Hub: up to 30 individuals per month over 11 months = 330 attendances

Wellbeing Café: 30 individuals per month over 12 months = 360 attendances

There is scope and demand to deliver sessions such as the Food Hub on a weekly basis rather than monthly, this is dependent on future recruitment of volunteers.

There were some changes to the Central Locality Integrated Care Service contracts which meant that the funding for the social prescribers moved over to a district wide provider. This was a bit difficult as it inhibited the projects connection to local GP surgeries.

The volunteering co-ordination project has improved with the ease of lock down. 8 volunteers were recruited and they were involved in a range of activities, including; supporting the women's group, running the theory driving sessions and supporting with holiday schemes. Jointly they contributed over 250 hours of their time to the projects. Each of those volunteers participated in some form of training, including: Royal Society Public Health level 1, Making every Contact Count, Mental Health First Aid and various online courses such as safeguarding.

Community Development carried on supporting and establishing groups within the community that improve individual's well-being, including setting up and supporting a women's driving theory group. This is run by a volunteer and supports around 8 women.

End of Life befriending programme supported individuals in their last year of life, as well as their families/carers. This was delivered by providing one to one support, befriending programme and Well-Being café. Referrals were slow with 4 people received befriending support.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Enterprise Support

The last 12 months have continued to be a challenge for those with any type of business, large or small, as we've all had to adapt to a new economic climate and new ways of working. Enterprise support has seen a shift in needs, with the second half of the year seeing enquiries from those looking at moving into self-employment start to rise once more. Enterprise Coaching (economic development) continues to be a priority. Whilst delivery of support moved to a multi-platform model (e-mail, phone, Teams/Zoom and face to face) we have found that as confidence grows the trend is much more back to face to face meetings with clients.

Our multi-platformed enterprise programme continues to innovate to support local people in becoming more formally economically active. Our enterprise offer is a clear and unique selling point when promoting the BD5 area as 'Great for Business'. We promote enterprise support to those living and working in the area, whilst welcoming enquiries from those who may be looking to base their businesses in our area too. We actively seek out collaboration opportunities that support the younger end of our population, which includes working with University of Bradford on their Graduate Workforce Development Programme, developing closer links with Bradford College, as well as The National Careers Service, The Job Centre/DWP, Bradford Council, and Power to Change.

Achievements this year:

- Successful completion of the HMRC contract, which has now been re-awarded and expanded (50 clients assisted)
- Successfully application for expansion of enterprise funding (fully funded from Bradford Council).
- 26 different clients assisted on a 1 to 1 basis
- Most assists were one off interventions, where clients talked through their worries/ideas with many clients receiving help with basic business planning and/or problem solving.
- 78% of clients were from BD5 postcode area – note, with the geographical expansion of our enterprise contract this will fall in the coming years
- 7 clients had between 2 and 8 formal meetings; all of whom were based in BD5
- 16 clients were existing businesses/self-employed, and interventions helped safeguard their businesses and jobs.

In the current climate it has not been possible host networking events or workshops, these will be reintroduced next year.

Our 'Business Trustee', Ramen Haire, continues to be a tremendous support and welcome sounding board encouraging and supporting all aspects of the enterprise provision and championing our work effectively and enthusiastically. Ramen will also be assisting us with our networking programme moving forward too.

For the year ahead we have been successful in winning Enterprise Coaching funding to grow our enterprise support offer further, fully funded by Bradford Council.

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year. Chichester House was sold following a review of our estate development plans. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in notes 19 and 20 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Arise Yorkshire Limited – 4-way joint venture

In 2013 Trident joined forces with three other local community anchors to form a joint venture company call Arise (Yorkshire) Limited. The mission of Arise is for 'Similar community enterprises rooted in their own communities coming together to combine their collective experience, skills and delivery capacity to attract investment and win service delivery contracts for the economic, social, environmental and cultural regeneration of Bradford and beyond'. The company has successfully rejuvenated 21 formerly derelict houses and returned them to being homes, completed Community Health Asset mapping and research, delivered a multi-party integration programme and worked with partners in support of Community Owned and Managed Assets support project for the local VCS. Arise continues to own and lease the 21 restored houses.

Bradford Community Energy – part share holder

Bradford Community Energy (BCE) was established to further the development of renewable energy projects in the district thanks to support from the Community Shares Unit, the Co-ops UK Booster programme and Bradford Council. Bradford Trident has a £3,750 share in BCE which owns and operates the solar panels on the Park Lane Centre and Mayfield Centre. BCE is a community benefit society, society registration number 008388.

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £6,722,159 (£6,458,320 in 2021) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,547,723 are fixed assets and a further £408,895 are restricted funds. The unrestricted reserve policy target is £455,000 made up of:

- redundancy reserve £177,000;
- five months operating costs £248,000;
- Buildings reserve £30,000;

Plus designated fund of:

- carbon reduction fund £90,000;
- designated investment property development fund £220,000, to diversify the property portfolio and secure future income generation opportunities.

The remaining free reserves, £541 are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

Bradford Trident holds a significant property portfolio including three community hubs, one sport centre and four other investment properties. The investment strategy is to manage community hubs for delivery of local services and facilities for the community and use income from across the estate to generate funds to enable provision of community services. The buildings are actively managed and maintained and an unrestricted contingency reserve is being built to cover major future building related costs.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

External funds

The Board of trustees are grateful for the contributions amounting to £7,142,795 in the financial year 2021/22. External funds are pursued to supplement community service delivery costs.

As of 31 March 2022, a balance of £293,143 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year seventh of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

External Funding bodies 2021/2022	£
General External fund (see Note 3 Donations and legacies)	220,555
<u>Better Start Bradford External Funds</u>	
National Lottery Fund Grant – Fulfilling Lives: A Better Start	5,670,086
National Lottery Fund Grant – Fulfilling Lives: A Better Start Capital	689,162
Bradford District Care Foundation Trust – BSB match	40,881
West Yorkshire Police – BSB match	50,303
Bradford Council Early Childhood Services – BSB match	180,000
Bradford Council Public Health – BSB match	18,267
NHS Bradford & Districts CCG – BSB match	156,270
BSB Sub Total	6,804,969
Grand Total	7,025,524

Risk

The charity has a risk register, which is reviewed every six months by the senior management team and annually by the board. Significant new risks are brought to the attention of the board as and when they are identified. The risk assessment process identified the following major potential risks:

- Fraud or mismanagement of the funds provided to delivery programmes;
- Failures to safeguard children adequately; and
- Further Covid-19 lockdowns
- Climate Change extreme weather events.

The charity has put measures in place to manage these risks (robust financial procedures and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

The charity has put measures in place to manage these risks (robust financial procedures, training and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Plans for Future Periods,

The period has seen Trident continue to respond to the Covid-19 crisis and the nervous resumption of community activity following the roll out of the Covid-vaccinate jabs.

Trident continues to make progress towards becoming net-zero and has committed to be a UN SME Climate Hub. Development of an Air Sourced Heat Pump system at Park Lane was stalled by Covid but has been resumed. Once the approach has been tested, it is intended to roll out similar technology across the Trident estate linked with building materials improvements to improve insulation and air tightness.

Next year will see the results of several partnership commission responses for interesting areas of work from Bradford Council including:

- Enterprise Coaching Service (with Participate and Impact Hub)
- Adverse Childhood Experiences, Trauma and Resilience (ATR) workforce awareness training (with the Wave Trust).

Also a new service to support and encourage young families to enjoy recently enhanced local green spaces via a commission from Better Start Bradford called Better Places.

Finally Trident are seeking to expand our Active Travel work, promotion sustainable travel in the neighbourhood and to enhance the digital connectivity of the neighbourhood to assist residents maximise the benefits of increasing digital services.

Development and commitment to our local Community (Health) Partnership, Horton and City Health Collaboration continues with local partners across the VCS along with GP practices, Hospital services, the Care Trust, Social Services and Local Area Officers. This is part of an emerging strategy in Bradford and nationally to devolve resources to localities to address the wider determinates to health through prevention work and so reduce health inequalities. We are delighted to be involved in this work for Little Horton.

The coming year will see:

- Continue to build local grassroots health ecosystem including sports and physical activity.
- Demonstrate the worth of the Central Locality Integrated Care Services and Roma Connect partnership with renewal of RIC commissions.
- Re-establish Enterprise Coaching service with delivery partners Participate and Impact Hub.
- Development of an Urban Cricket Centre at the Parkside Sports Centre as part of the implementation of the England Cricket Board's Connecting with South Asian Communities strategy and with additional investment from a number of significant funders.
- Further integration of Better Start Bradford's programmes into local children's and maternity services, alongside further innovation and expansion of community engagement and community led projects.
- Establish the ATR training programme.
- Establish Better Places as a Trident project.
- Secure an Active Travel Hub for Little Horton.

Significant challenges remain in the BD5 area including: health inequalities, high infant mortality, low academic attainment and low household income levels.

The vision of our Board of Trustees is that through our activities and those of our partners, over the coming years, the local area will continue to positively develop with a proud, healthy, active and welcoming community; a place where families thrive.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

Bradford Trident Limited, also known as Bradford Trident, is a registered charity and a company limited by guarantee and registered in England. It is governed by its memorandum and articles of association. The Trustees of Bradford Trident Limited have complied with their duty to have due regard to the charity commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

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:

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayooob	Community Director	
Ms Ramenpreet Haire	Business Director	
Cllr Shah M Khokhar	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	
Cllr Javed Khan	Community Councillor	
Cllr Satnam Singh	Community Councillor	(Retired 31 March 2022)
Mr Ishaq Shafiq	Community Director	
Mr Habib Rehman Afsar	Community Councillor	(Appointed 15 September 2022)
Cllr Noor Elahi	Ward Councillor	(Appointed 26 May 2022)

Trustees are appointed through a variety of routes. Six trustees are appointed via the Community (urban parish) Council, two trustees are elected Ward Councillors, there are appointments from local issue specialists for: faith, business, health and youth issues, a treasurer trustee and two community trustees are recruited from local groups/ residents. All trustees, bar one, live or work in the BD5 area.

The board of trustees provide the strategic direction and scrutiny functions of the charity and are responsible for approving and overseeing the policies and practices of the organisation. The trustees meet at least quarterly. Day to day general management of the charity and operational responsibilities are delegated to the Executive Officers and Company Secretary.

The employment package (salary plus pension contribution) of Bradford Trident's highest paid employee is 3.49 times that of the least paid employee. There are two employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

All trustees have completed a training needs analysis and their individual training needs are reviewed on an annual basis. New Trustees have an induction which gives information on the role of a Trustee and the workings of Bradford Trident. This involves a meeting with the Chief Executive, a pack of key documents and often involves visits to centres.

The Board of Trustees appoint the directors of our trading subsidiary Bradford Trident Trading Limited and the director representatives to our joint venture Arise (Yorkshire) Limited. Locally recruited service users form the Better Start Bradford Partnership Board, which steers Better Start Bradford's review and implementation functions. They receive guidance and support from the Better Start Executive which includes Bradford Trident's CEO, the Strategic Directors of Children's Services and Public Health (Bradford Council) and the Director of Collaboration (Bradford Clinical Commissioning Groups), Research Director (Born in Bradford) and Funding and Relationship Manager (National Lottery Fund).

Auditor

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

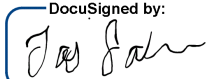
FOR THE YEAR ENDED 31 MARCH 2022

In accordance with the company's articles, a resolution proposing that Naylor Wintersgill 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, including the strategic report, was approved by the Board of Trustees.

DocuSigned by:

95DE5C4D594D496...
Cllr Taj Salam - Chair

Dated: 21 December 2022

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

The Trustees, who are also the directors of Bradford Trident Limited 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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 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; 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 Charity 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 and parent charity'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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

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 and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have 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 the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees report.

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, 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 parent 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the Group and its industry, we identified that the principal risks of non-compliance with laws and regulations related to breaches of UK law and we considered the extent to which non-compliance might have a material effect on the financial statements of the Group. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure or increase the capital position of the Company, and management bias in accounting estimates and judgmental areas of the financial statements such as the recognition of income. Audit procedures performed by the engagement team included:

- Discussions with directors including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing relevant meeting minutes;
- Reviewing of correspondence in so far as they related to non-compliance with laws and regulations and fraud;
- Procedures relating to the recognition of income;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations, posted on unusual days, posted by infrequent users, posted by senior management or posted with descriptions indicating a higher level of risk;

Designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing over immaterial liabilities and assets balances.

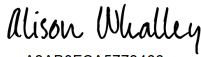
There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Use of our report

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

DocuSigned by:


A3AB0FCA5773466...

Alison Whalley (Senior Statutory Auditor)

for and on behalf of Naylor Wintersgill Limited

21 December 2022

**Chartered Accountants
Statutory Auditor**

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2022**

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	3	122,525	7,024,802	7,147,327	164,521	6,371,176	6,535,697
Charitable activities	4	158,859	-	158,859	158,001	13,690	171,691
Share of joint venture	4	-	722	722	-	10,357	10,357
Investments	5	678,011	-	678,011	600,624	-	600,624
Other income	6	47,487	-	47,487	3,297	-	3,297
Total income		1,006,882	7,025,524	8,032,406	926,443	6,395,223	7,321,666
<u>Expenditure on:</u>							
Raising funds	7	228,451	-	228,451	244,713	-	244,713
Charitable activities	8	906,258	6,742,208	7,648,466	481,134	6,397,945	6,879,079
Total resources expended		1,134,709	6,742,208	7,876,917	725,847	6,397,945	7,123,792
Net gains/(losses) on investments	14	108,350	-	108,350	-	-	-
Net (expenditure)/income for the year/ Net movement in funds		(19,477)	283,316	263,839	200,596	(2,722)	197,874
Fund balances at 1 April 2021		4,687,369	1,770,951	6,458,320	4,486,773	1,773,673	6,260,446
Fund balances at 31 March 2022		4,667,892	2,054,267	6,722,159	4,687,369	1,770,951	6,458,320

The statement of financial activities includes all gains and losses recognised in the year.

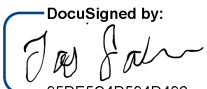
All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2022**

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	15	1,829,273		1,859,298	
Investment properties	17	3,351,919		3,243,569	
Investments	18	3,750		3,750	
Programme related investments	16	362,781		362,059	
		<u>5,547,723</u>		<u>5,468,676</u>	
Current assets					
Debtors	21	627,740		417,963	
Cash at bank and in hand		<u>4,461,743</u>		<u>3,434,346</u>	
		5,089,483		3,852,309	
Creditors: amounts falling due within one year	22	<u>(3,915,047)</u>		<u>(2,862,665)</u>	
Net current assets		<u>1,174,436</u>		<u>989,644</u>	
Total assets less current liabilities		<u><u>6,722,159</u></u>		<u><u>6,458,320</u></u>	
Income funds					
Restricted funds	24	2,054,267		1,770,951	
<u>Unrestricted funds</u>					
Designated funds	23	765,000		809,000	
General unrestricted funds		<u>3,902,892</u>		<u>3,878,369</u>	
		<u>4,667,892</u>		<u>4,687,369</u>	
	24	<u><u>6,722,159</u></u>		<u><u>6,458,320</u></u>	

The accounts were approved by the Trustees on 21 December 2022

DocuSigned by:

 95DE5C4D594D496...
 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**CHARITY BALANCE SHEET****AS AT 31 MARCH 2022**

		2022		2021	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	15	1,829,273		1,859,298	
Investment properties	17	3,351,919		3,243,569	
Investments	17	3,850		3,850	
		<u>5,185,042</u>		<u>5,106,717</u>	
Current assets					
Debtors	21	654,383		415,532	
Cash at bank and in hand		<u>4,428,871</u>		<u>3,430,549</u>	
		5,083,254		3,846,081	
Creditors: amounts falling due within one year	22	<u>(3,913,783)</u>		<u>(2,861,401)</u>	
Net current assets		1,169,471		984,680	
Total assets less current liabilities		<u>6,354,513</u>		<u>6,091,397</u>	
Income funds					
Restricted funds	23	1,691,486		1,408,892	
<u>Unrestricted funds</u>					
Designated funds	23	765,000		809,000	
General unrestricted funds		<u>3,898,027</u>		<u>3,873,505</u>	
		4,663,027		4,682,505	
	24	<u>6,354,513</u>		<u>6,091,397</u>	

The accounts were approved by the Trustees on 21 December 2022

DocuSigned by:

 95DE5C4D594D496...
 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	31		(42,394)		601,470
Investing activities					
Purchase of tangible fixed assets		(8,220)		(7,119)	
Proceeds on disposal of tangible fixed assets		-		57,000	
Purchase of investments		-		(3,750)	
Investment income received		678,011		600,624	
Net cash generated from investing activities			669,791		646,755
Financing activities					
Repayment of bank loans		400,000		-	
Net cash generated from/(used in) financing activities			400,000		-
Net increase in cash and cash equivalents			1,027,397		1,248,225
Cash and cash equivalents at beginning of year			3,434,346		2,186,121
Cash and cash equivalents at end of year			4,461,743		3,434,346

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS**
FOR THE YEAR ENDED 31 MARCH 2022

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	31		(71,464)		601,568
Investing activities					
Purchase of tangible fixed assets		(8,220)		(7,119)	
Proceeds on disposal of tangible fixed assets		-		57,000	
Purchase of investments		-		(3,750)	
Investment income recieved		678,006		600,622	
Net cash generated from investing activities			669,786		646,753
Financing activities					
Proceeds from borrowings		400,000		-	
Net cash generated from/(used in) financing activities			400,000		-
Net increase in cash and cash equivalents			998,322		1,248,321
Cash and cash equivalents at beginning of year			3,430,549		2,182,228
Cash and cash equivalents at end of year			4,428,871		3,430,549

BRADFORD TRIDENT LIMITED

CHARITY STATEMENT OF CASH FLOWS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

1 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.

2 Accounting policies

Company information

Bradford Trident Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Park Lane Centre, Park Lane, Bradford, BD5 0LN. In the event of the charity being wound up, the liability of the guarantee is limited to £1 per member.

2.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, 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)" (as amended for accounting periods commencing from 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, [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.

As permitted by s408 Companies Act 2006, the charity has not presented its own profit and loss account and related notes. The charity's deficit for the year was £187,517 (2020 £105,881).

The consolidated financial statements incorporate those of Bradford Trident Limited and its subsidiary Bradford Trident Trading Limited.

All financial statements are made up to 31 March 2021. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those used by the parent.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

2.2 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.

2.3 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 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

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

2.4 Incoming resources

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.

2.5 Resources expended

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.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

The basis of allocation follows the delivery plan agreed with the Government Office for North Yorkshire and Humberside. Primarily this means that costs are designated to specific projects. However, in addition all management and administration expenses are included in that section of the statement of financial activities.

2.6 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:

Freehold buildings	50 years straight line
Fixtures, fittings and office equipment	4 and 5 years straight line

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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

2.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

2.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments which are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

2.9 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).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/ (expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

2.10 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

2.11 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.

2.12 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)*****FOR THE YEAR ENDED 31 MARCH 2022*****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Donations and gifts	4,532	-	4,532	24	-	24
Government grants	117,993	7,024,802	7,142,795	164,497	6,371,176	6,535,673
	<u>122,525</u>	<u>7,024,802</u>	<u>7,147,327</u>	<u>164,521</u>	<u>6,371,176</u>	<u>6,535,697</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****3 Donations and legacies****(Continued)****Grants receivable for core activities**

Betterstart - The National Lottery Community Fund	-	6,804,969	6,804,969	-	6,187,456	6,187,456
Sport England	-	-	-	-	8,709	8,709
Bradford Council - Preschool Funding	53,521	-	53,521	77,448	-	77,448
Bradford MDC Small Business Grants	12,000	-	12,000	50,143	-	50,143
HMRC Job Retention Scheme	16,472	-	16,472	36,906	-	36,906
Morrisons Charitable Foundation	-	-	-	-	7,950	7,950
Transforming Lives for Good	-	-	-	-	5,630	5,630
Test & Trace Community Engagement	-	50	50	-	7,500	7,500
Bradford MDC Community Action	-	-	-	-	22,500	22,500
Bardford MDC Cleaner Streets	-	-	-	-	2,000	2,000
Power to Change - CCLORS	-	6,000	6,000	-	98,000	98,000
Winter Food Scheme	-	-	-	-	4,331	4,331
Sovereign Healthcare Community Fund	-	-	-	-	10,000	10,000
Community Council Food Bank	-	-	-	-	3,000	3,000
Bradford MDC Hub Development	-	-	-	-	7,500	7,500
Bradford MDC Holiday Hunger	-	8,613	8,613	-	6,600	6,600
Good things foundation	-	2,620	2,620	-	-	-
Resilience and Recovery Grant	-	100,000	100,000	-	-	-
Power to Change - Business Development Support	-	8,000	8,000	-	-	-
Arnold Clark Community Fund	-	1,000	1,000	-	-	-
NHS Charities Together - Leeds Hospital Charity	-	29,546	29,546	-	-	-
Holiday Activities & Food (HAFS)	-	9,587	9,587	-	-	-
Bradford MDC - Climate Action Fund	-	2,000	2,000	-	-	-
NLCF - Play Bradford Partnership	-	7,344	7,344	-	-	-
Dream Big Trust (Parkside)	-	500	500	-	-	-
Bradford Council Disability Grant (Parkside)	-	25,000	25,000	-	-	-
Community Anchors and Wide Determinants Research	-	250	250	-	-	-
Household Support Fund	-	1,037	1,037	-	-	-
Skipton Building Society Charitable Foundation Parkside	-	3,000	3,000	-	-	-
Warburtons Community Grants	-	400	400	-	-	-
Bradford Council Grant - Enterprise Support Programme	-	14,886	14,886	-	-	-
HM Government	36,000	-	-	-	-	-
	<u>117,993</u>	<u>7,024,802</u>	<u>7,106,795</u>	<u>164,497</u>	<u>6,371,176</u>	<u>6,535,673</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Charitable activities 2022 £	Share of joint venture 2022 £	Total 2022 £	Charitable activities 2021 £	Share of joint venture 2021 £	Total 2021 £
Sales within charitable activities	158,859	-	158,859	158,001	-	158,001
Performance related grants	-	-	-	13,690	-	13,690
Other income	-	722	722	-	10,357	10,357
	<u>158,859</u>	<u>722</u>	<u>159,581</u>	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>
Analysis by fund						
Unrestricted funds	158,859	-	158,859	158,001	-	158,001
Restricted funds	-	722	722	13,690	10,357	24,047
	<u>158,859</u>	<u>722</u>	<u>159,581</u>	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>
Performance related grants						
Healthy Lifestyles	-	-	-	13,690	-	13,690
	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,690</u>	<u>-</u>	<u>13,690</u>

5 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Rental income	676,894	596,662
Interest receivable	1,117	3,962
	<u>678,011</u>	<u>600,624</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**6 Other income**

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Net gain on disposal of tangible fixed assets	-	664
Sundry income	47,487	2,633
	<u>47,487</u>	<u>3,297</u>

7 Raising funds

	2022	2021
	£	£
<u>Fundraising and publicity</u>		
Agency cover	26,964	-
Staff costs	201,487	244,713
	<u>228,451</u>	<u>244,713</u>
Fundraising and publicity	<u>228,451</u>	<u>244,713</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**8 Charitable activities**

	2022 £	2021 £
Staff costs	1,178,609	1,153,786
Project costs	5,815,756	5,202,719
	<u>6,994,365</u>	<u>6,356,505</u>
Grant funding of activities (see note 9)	-	18,750
Share of support costs (see note 10)	628,307	470,153
Share of governance costs (see note 10)	25,794	33,671
	<u>7,648,466</u>	<u>6,879,079</u>
Analysis by fund		
Unrestricted funds	906,258	481,134
Restricted funds	6,742,208	6,397,945
	<u>7,648,466</u>	<u>6,879,079</u>

9 Grants payable

	2021 £
Grants to institutions:	
Bradford Community Energy Limited	<u>18,750</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**10 Support costs**

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	-	15,560	15,560	-	23,395	23,395
Printing, postage, stationery and design	7,219	-	7,219	9,557	-	9,557
Repairs	84,150	-	84,150	61,812	-	61,812
Property expenses	337,976	-	337,976	271,276	-	271,276
Office costs	74,661	-	74,661	77,307	-	77,307
Other staff costs	7,019	-	7,019	22,897	-	22,897
Bad debts	10,935	-	10,935	(3,180)	-	(3,180)
Legal and professional fees	51,325	-	51,325	26,277	-	26,277
Bank charges and interest	36,317	-	36,317	199	-	199
Irrecoverable VAT	13,427	-	13,427	-	-	-
Sundry expenses	5,278	-	5,278	4,008	-	4,008
Audit fees	-	9,750	9,750	-	9,550	9,550
Meeting costs	-	424	424	-	600	600
Printing, postage and stationery	-	-	-	-	113	113
Training costs	-	-	-	-	13	13
Sundry expenses	-	60	60	-	-	-
	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>
Analysed between Charitable activities	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>

Governance costs includes payments to the auditors of £9,250 (2021- £9,550) for audit fees.

11 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**12 Employees****Number of employees**

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Project staff	47	44
Management and administration	14	14
	<u>61</u>	<u>58</u>

Employment costs

	2022	2021
	£	£
Wages and salaries	1,254,665	1,245,000
Social security costs	67,431	92,114
Other pension costs	73,560	84,780
	<u>1,395,656</u>	<u>1,421,894</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2022	2021
	Number	Number
£60,001 - £70,000	<u>2</u>	<u>2</u>

Contributions totalling £8,211 (2021: £4,086) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £424 were reimbursed to one trustee (2021: telephone expenses of £600 to one trustee).

14 Net gains/(losses) on investments

	2022	2021
	£	£
Revaluation of investment properties	<u>108,350</u>	<u>-</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**15 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2021	1,886,962	137,415	2,024,377
Additions	-	8,220	8,220
At 31 March 2022	1,886,962	145,635	2,032,597
Depreciation and impairment			
At 1 April 2021	76,499	88,580	165,079
Depreciation charged in the year	29,069	9,176	38,245
At 31 March 2022	105,568	97,756	203,324
Carrying amount			
At 31 March 2022	1,781,394	47,879	1,829,273
At 31 March 2021	1,810,463	48,835	1,859,298

16 Programme related investments

	£
At 1 April 2021	362,059
Additions	722
At 31 March 2022	362,781

Programme related investments relates to a 25% share in Arise Yorkshire Limited, a company registered in England and Wales (Company number 08408211).

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**17 Investment property - Group and Charity**

	2022
	£
Fair value	
At 1 April 2021	3,243,569
Net gains or losses through fair value adjustments	108,350
At 31 March 2022	3,351,919

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2016 by Sharma Williamson Chartered Surveyors, who are not connected with the Charity. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties. The Trustees do not consider the value of the property to have changed since this date.

18 Fixed asset investments - Group

	2022	2021
	£	£
Unlisted investments	3,750	3,750
	3,750	3,750

Movements in fixed asset investments

	Shares
	£
Cost or valuation	
At 1 April 2020 & 31 March 2021	3,750
Carrying amount	
At 31 March 2022	3,750
At 31 March 2021	3,750

17 Fixed asset investments - Charity

	2022	2021
	£	£
Investments in subsidiaries	100	100
Unlisted investments	3,750	3,750
	3,850	3,850

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**20 Subsidiaries**

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
Bradford Trident Trading Limited England	Trading of investment property	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries was as follows:

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,964	1,360	1,360	-

21 Debtors

	Group 2022	2021	Charity 2022	2021
Amounts falling due within one year:	£	£	£	£
Trade debtors	230,219	212,076	230,218	212,075
Amounts due from subsidiary undertakings	-	-	26,643	22,235
Other debtors	910	1,210	910	1,210
Prepayments and accrued income	396,611	204,677	254,955	180,012
	627,740	417,963	512,726	415,532

22 Creditors: amounts falling due within one year

	Group 2022	2021	Charity 2022	2021
	£	£	£	£
Loans and overdrafts	400,000	-	400,000	-
Other taxation and social security	11,548	32,916	11,548	32,916
Trade creditors	2,713,922	735,818	2,713,922	735,818
Other creditors	1,084	1,084	1,084	1,084
Accruals	788,493	2,092,847	786,729	2,091,583
	3,915,047	2,862,665	3,913,283	2,861,401

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**23 Designated funds - Group and Charity**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2020	Transfers	Balance at 1 April 2021	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Investment Property Development Fund	250,000	40,000	290,000	(70,000)	220,000
Carbon Reduction Fund	93,000	-	93,000	(3,000)	90,000
Redundancy Fund	-	148,000	148,000	29,000	177,000
Contingency Fund	-	248,000	248,000	-	248,000
Buildings Reserve	-	30,000	30,000	-	30,000
	<u>343,000</u>	<u>466,000</u>	<u>809,000</u>	<u>(44,000)</u>	<u>765,000</u>

The Investment Property Development Fund is funds set aside to develop a property with the intention of the property generating further income for the Charity. The fund is expected to be spent within the next twelve to twenty four months.

The Carbon Reduction Fund is funds set aside to enable the Charity to reduce its carbon footprint.

The Redundancy and Contingency Funds are funds set aside in the unlikely event of a significant loss in funding. The funds are not expected to be spent in the foreseeable future.

The Buildings Reserve is funds set aside for unexpected repairs to the buildings. Do to the nature of the fund the funds are not expected to be spent in the foreseeable future.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

24 Restricted funds - Group

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£	£	£	£
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Better Start	22,878	6,187,456	(6,204,470)	5,864	6,804,969	(6,517,690)	293,143
Hub Development	-	7,500	(7,500)	-	-	-	-
Digital Inclusion	-	-	-	-	2,620	(2,620)	-
Food bank	-	27,511	(27,511)	-	-	-	-
Bike Library/ Bike Friendly Business	-	-	-	-	1,000	(1,000)	-
Business Development Support	-	-	-	-	8,000	(8,000)	-
Holiday Play Provision	-	-	-	-	16,878	(16,878)	-
Healthy Lifestyles	-	13,690	(13,690)	-	-	-	-
Leeds Hospital Charity	-	-	-	-	24,888	(24,888)	-
Climate Change	-	-	-	-	2,000	(2,000)	-
Sports Hall capital spend	110,250	10,000	(2,250)	118,000	-	(2,250)	115,750
Hub Development	-	-	-	-	5,244	(5,244)	-
Community Shares Booster Programme	10,000	-	(10,000)	-	-	-	-
Parkside	-	-	-	-	131,000	(131,000)	-
Information Collection & Dissemination	-	-	-	-	250	(250)	-
ROMA Connect	-	-	-	-	4,658	(4,658)	-
Enterprise Support	-	-	-	-	14,886	(14,886)	-
Sport England	-	8,709	(8,709)	-	-	-	-
Household support	-	-	-	-	2,359	(2,359)	-
Test & Trace Community Engagement	-	7,500	(7,500)	-	50	(50)	-
BCE Investment in Shares	-	22,500	(18,750)	3,750	-	-	3,750
Cleaner Streets	-	2,000	(2,000)	-	-	-	-
Log In, Check In, Move Up	-	98,000	(95,565)	2,435	6,000	(8,435)	-
Arise Yorkshire Limited	351,702	10,357	-	362,059	722	-	362,781

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

24 Restricted funds - Group

(Continued)

1,773,673	6,395,223	(6,397,945)	1,770,951	7,025,524	(6,742,208)	2,054,267
-----------	-----------	-------------	-----------	-----------	-------------	-----------

Woodroyd and Park Lane relate to funds received from the European Regional Development Fund for work on the buildings. Should these properties be sold before 2023, the monies may be repayable.

Sports Hall Capital spend relates to grants received to improve the sports hall, the expenditure has been included in fixed assets.

Public Health, Well Being Cafe and Cycling Event all relate to funds received from Bradford City Council for the purpose for which they are named.

Better Start relates to funds received from Big Lottery Fund, City of Bradford Metropolitan District Council, Bradford District and City Clinical Commissioning Groups, West Yorkshire Police and Bradford District Care Trust to help parents give their children the best start in life.

Bike Library is funding received from Welcome to Yorkshire to operate a bike library.

The Community Asset Project is funding received from Bradford District and City Clinical Commissioning Groups in relation to research into community health assets.

Community meals relates to funds received to provide meals for the local community.

Diabetes Prevention and Management relate to the provision of one to one support for the prevention and management of diabetes,

Healthy Lifestyles is funding received to raise awareness of lifestyle changes.

Active Travel (WYCA) is funding to promote cycling and walking to people looking for work.

Right Conversation is funding to raise awareness of the alternatives to the Accident and Emergency department.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

25 Restricted funds - Charity

	Movement in funds			Movement in funds			
	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 1 April 2021	Incoming resources	Resources expended	Balance at 31 March 2022
	£	£	£	£	£	£	£
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Better Start	22,878	6,187,456	(6,204,470)	5,864	6,804,969	(6,517,690)	293,143
Hub Development	-	7,500	(7,500)	-	5,244	(5,244)	-
Digital Inclusion	-	-	-	-	2,620	(2,620)	-
Food bank	-	27,511	(27,511)	-	-	-	-
Bike Library/ Bike Friendly Business	-	-	-	-	1,000	(1,000)	-
Business Development support	-	-	-	-	8,000	(8,000)	-
Holiday Play Provision	-	-	-	-	16,878	(16,878)	-
Healthy Lifestyles	-	13,690	(13,690)	-	-	-	-
Leeds Hospital Charity	-	-	-	-	24,888	(24,888)	-
Climate Change	-	-	-	-	2,000	(2,000)	-
Sports Hall capital spend	110,250	10,000	(2,250)	118,000	-	(2,250)	115,750
Community Shares Booster Programme	10,000	-	(10,000)	-	-	-	-
Parkside	-	-	-	-	131,000	(131,000)	-
Community Anchor 'Information Collection & Dissemination	-	-	-	-	250	(250)	-
ROMA Connect	-	-	-	-	4,658	(4,658)	-
Enterprise Support	-	-	-	-	14,886	(14,886)	-
Sport England	-	8,709	(8,709)	-	-	-	-
Household Support	-	-	-	-	2,359	(2,359)	-
Test & Trace Community Engagement	-	7,500	(7,500)	-	50	(50)	-
BCE Investment in Shares	-	22,500	(18,750)	3,750	-	-	3,750
Cleaner Streets	-	2,000	(2,000)	-	-	-	-
Log In, Check In, Move Up	-	98,000	(95,565)	2,435	6,000	(8,435)	-
	<u>1,773,673</u>	<u>6,384,866</u>	<u>6,397,945</u>	<u>1,408,892</u>	<u>7,024,802</u>	<u>(6,742,208)</u>	<u>1,691,486</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

26 Related party transactions

Remuneration of key management personnel
The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	149,615	130,020

There were no other disclosable related party transactions during the year (2021 - none).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

27 Funds Funds - Group

	Movement in funds								
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Restricted funds	1,773,673	6,395,223	(6,397,945)	-	1,770,951	7,025,524	(6,742,208)	-	2,054,267
Designated funds	343,000	-	-	466,000	809,000	-	-	(44,000)	765,000
Unrestricted funds	4,143,773	926,443	(725,847)	(466,000)	3,878,369	1,194,388	(1,239,865)	70,000	3,902,892
	<u>6,260,446</u>	<u>7,321,666</u>	<u>(7,123,792)</u>	<u>-</u>	<u>6,458,320</u>	<u>8,219,912</u>	<u>(7,982,073)</u>	<u>26,000</u>	<u>6,722,159</u>

Funds - Charity

	Movement in funds								
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Restricted funds	1,421,971	6,384,866	(6,397,945)	-	1,408,892	7,024,802	(6,742,208)	-	1,691,486
Designated funds	343,000	-	-	466,000	809,000	-	-	(44,000)	765,000
Unrestricted funds	4,138,909	926,441	(725,845)	(466,000)	3,873,505	1,163,025	(1,208,503)	70,000	3,898,027
	<u>5,903,880</u>	<u>7,311,307</u>	<u>(7,123,790)</u>	<u>-</u>	<u>6,091,397</u>	<u>8,187,827</u>	<u>7,950,711</u>	<u>26,000</u>	<u>6,354,513</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

28 Analysis of net assets between funds - Group

	Unrestricted funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:								
Tangible assets	434,680	-	1,394,593	1,829,273	472,455	-	1,386,843	1,859,298
Investment properties	3,351,919	-	-	3,351,919	3,243,569	-	-	3,243,569
Investments	-	-	3,750	3,750	-	-	3,750	3,750
Programme related assets	-	-	362,781	362,781	-	-	362,059	362,059
Current assets/(liabilities)	116,293	765,000	293,143	1,174,436	162,345	809,000	18,299	989,644
	<u>3,902,892</u>	<u>765,000</u>	<u>2,054,267</u>	<u>6,722,159</u>	<u>3,878,369</u>	<u>809,000</u>	<u>1,770,951</u>	<u>6,458,320</u>

29 Analysis of net assets between funds - Charity

	Unrestricted funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Tangible assets	434,680	-	1,394,593	1,829,273	472,455	-	1,386,843	1,859,298
Investment properties	3,351,919	-	-	3,351,919	3,243,569	-	-	3,243,569
Investments	100	-	3,750	3,850	100	-	3,750	3,850
Current assets/(liabilities)	111,328	765,000	293,143	1,169,471	157,381	809,000	18,299	984,680
	<u>3,898,027</u>	<u>765,000</u>	<u>1,691,486</u>	<u>6,354,513</u>	<u>3,873,505</u>	<u>809,000</u>	<u>1,408,892</u>	<u>6,091,397</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**30 Analysis of changes in net funds**

	At 1 April 2021 £	Cash flows £	At 31 March 2022 £
Cash at bank and in hand	3,434,346	1,027,397	4,461,743
Loans falling due within one year	-	(400,000)	(400,000)
	<u>3,434,346</u>	<u>627,397</u>	<u>4,061,743</u>

31 Cash generated from operations - Group

	2022 £	2021 £
Surplus for the year	263,839	197,874
Adjustments for:		
Investment income recognised in profit or loss	(678,011)	(600,624)
Gain on disposal of tangible fixed assets	-	(664)
Fair value gains and losses on investment properties	(108,350)	-
Share of joint venture	(722)	(10,357)
Depreciation and impairment of tangible fixed assets	38,245	44,640
Movements in working capital:		
(Increase)/decrease in debtors	(209,777)	76,607
Increase in creditors	652,382	893,994
Cash (absorbed by)/generated from operations	<u>(42,394)</u>	<u>601,470</u>
Cash generated from operations - Charity	2022 £	2021 £
Surplus for the year	13,610	187,517
Adjustments for:		
Investment income recognised in profit or loss	(678,006)	(600,622)
Gain on disposal of tangible fixed assets	-	(664)
Depreciation and impairment of tangible fixed assets	38,245	44,640
Movements in working capital:		
(Increase)/decrease in debtors	(97,195)	76,703
Increase in creditors	651,882	893,994
Cash (absorbed by)/generated from operations	<u>(71,464)</u>	<u>601,568</u>

BRADFORD TRIDENT LIMITED

England & Wales - Charity number 1107561

Accounts

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

Charity Registration No. 1107561
Company Registration No. 04084653 (England and Wales)

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Community Director	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	
	Ms Ramenpreet Haire	Business Director	
	Cllr Shah Mohammed Khokar	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	
	Cllr Javed Khan	Community Councillor	
	Cllr Satnam Singh	Community Councillor	
	Mr Ishaq Shafiq	Community Director	

Secretary Carlton Smith

Executive Officers Carlton Smith (Chief Executive Officer)
Alexandra Spragg (Programme Director Better Start Bradford)

Charity number 1107561

Company number 04084653

Auditor Naylor Wintersgill Limited
Carlton House
Grammar School Street
Bradford
BD1 4NS

Bankers CAF Bank Ltd
25 Kings Hill Avenue
Kings Hill
West Mailling
Kent
ME19 4JQ

Solicitors Gordons LLP
Forward House
8 Duke Street
Bradford
BD1 3QX

BRADFORD TRIDENT LIMITED

CONTENTS

	Page
Trustees report	1 - 21
Statement of Trustees responsibilities	22
Independent auditor's report	17-19
Group statement of financial activities	26
Group balance sheet	27
Charity balance sheet	22
Group statement of cash flows	29
Charity statement of cash flows	24
Notes to the accounts	31 - 51

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and financial statements for the year ended 31 March 2021.

The accounts have been prepared in accordance with the accounting policies set out in note 1 to the accounts and comply with the Charity's memorandum and articles of association, 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 2015)"

Headline Summary

Our 9 activity areas have benefited from support of 220 volunteers who have gifted 3,352 hours of their time. The Better Start Bradford programme has reached more than 12,000 children and over 2,500 pregnant women since 2015. Enterprise support assisted 28 clients last year safeguarding 32 jobs, the Nursery stimulated and kick-started the education of 32 children, The Bike Library co-repaired 231 bicycles and made 659 bicycle loans; Healthy Lifestyles support 81 clients throughout the Covid Crisis and via associated activities. The sports centre normally home to eight different regular sports teams was re-purposed as a Community Food Hub and helped distribute over 3,000 meal equivalents. Our services and activities are accessed by local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports centre and Bike Library) to the old and very old (Healthy Lifestyles). The diversity of our neighbourhood is reflected in the diversity of our users.

Objectives and activities

Bradford Trident is adopting the Charity Governance Code and is working to ensure the seven principals are implemented across the charity.

The purpose of Bradford Trident Limited is the promotion for the benefit of the public of a regeneration programme within and around BD5 by all or any of the following means:

- (a) the relief of financial hardship;
- (b) the relief of unemployment;
- (c) the advancement of education, training or retraining, particularly among unemployed people, and providing unemployed people with work experience;
- (d) the provision of financial assistance, technical assistance or business advice or consultancy in order to provide training and employment opportunities for unemployed people in cases of financial or other charitable need;
- (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 or improvement of housing for those who are in conditions of need and the improvement of housing in the public sector or in charitable ownership provided that such power shall not extend to relieving any local authorities or other bodies of a statutory duty to provide or improve housing;
- (g) the maintenance, improvement or provision of public amenities;
- (h) the provision of recreational facilities for the public at large or those who by reason of their youth, age, infirmity or disablement, financial hardship or social and economic circumstances, have need of such facilities;
- (i) the protection or conservation of the environment;
- (j) the provision of public health facilities and childcare;
- (k) the promotion of public safety and prevention of crime;

and such other charitable purposes for the benefit of the inhabitants of the Area of Benefit as the Board may determine from time to time.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

From community consultations, dialogue within our local networks and forums and discussions of the Board and other stakeholders the Bradford Trident **aims and activities** for the BD5 area have been agreed as:

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Support & Development service Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Digital Inclusion support
Improve health and wellbeing	Health and Wellbeing programmes Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes

The BD5 and surrounding area continues to be characterised by health inequalities, below average educational attainment and below average employment rates, particularly for younger people, and income deprivation affecting older people and families with children. Our programmes are designed to address these issues.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

By delivering against these objectives Bradford Trident will contribute towards it's legal purpose of the regeneration of the BD5 and surrounding area. Measurers used to assess success include: building usage data, nursery attendance and child development assessments, improvements in children's outcomes (social, emotional, language, environmental), progression through the healthy lifestyles journeys, sport centre activities and usage, community action days and volunteer numbers and hours, bike loans and training delivered (courses, attendees), enterprises supported and jobs created.

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)
Community Hubs	6.32	260	453 (6.3%)
Core functions (inc' Overheads)	3.00	-	215 (3.0%)
Community Development	0.28	968	37 (0.5%)
Community Council	0.00	-	20 (0.3%)
Healthy Lifestyles	1.46	159	111(0.7%)
Parkside Sports Centre **	1.76	500	79 (1.5%)
Bike Library	0.20	926	1 (0.01%)
Park Lane Preschool	3.49	32	80 (1.1%)
Digital Inclusion support & Covid response	0.20	85	72 (1.0%)
Better Start Bradford	24.72	2,181	6,111 (84.5%)
Enterprise Support & Development **	0.65	28	27 (0.4%)
Booster Community Share Issue		34	30 (0.4%)
Total	42.07	5,163	£7,236

* Full time equivalent Employees of tenant organisations.

** project staff furloughed or part furloughed.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Chichester House, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 54 staff (42.07 Full Time Equivalents), 43 (31.87 FTE) are engaged in project/service delivery and 11 (10.2 FTE) are busy with core functions and facilities. In other words 24% of charity energies are involved in running the charity and its assets, 76% is spent on delivering community services.

Bradford Trident has sought no social investment in the period.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 220 volunteers and their 3,352 hours of volunteered time. Using the UK Living wage (£9.00) as the going rate this equates to £30,168.

Programme (Activity)	Number of Volunteers	Volunteer hours
Better Start Bradford (activity support)	93	1,376
Community Development (community activism)	28	204
Bike Library (bike renovation and maintenance)	10	664
Digital Inclusion support	61	256
Preschool Nursery	1	90
Enterprise	0	0
Community Buildings	0	0
Parkside Sports Centre	10	600
Healthy Lifestyles (activity support)	4	10
Trustees (strategic direction)	13	152
Total	220	3,352

- Full time equivalent Employees of tenant organisations.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Strategic Report

Achievements and performance

Covid-19 Response

Immediately starting the period covered by this report, England was placed into national lock-down and community services have been hampered as a result. The Trident Board quickly responded to the pandemic with:

- Maintenance of essential services to the community including food and resource provision to the most-needy during periods of lock down'
- investment into additional IT equipment to enable remote working of most staff,
- thorough risk assessments and mitigation plans for all services, activities, and buildings.

Following the enactment of mitigation measures in all buildings, they have continued to trade as "Covid-19 Safe" venues. The mode of operation of services has adapted to enable virtual meetings and support when required and effective use of PPE and "Client bubbles" where necessary.

All operations continued apart from Enterprise, where the service has reduced hours of operation following a period of suspension and the Sports Centre which has closed for periods as instructed by the Government.

Staff and services have continued to adapt to the new operating environment and to provide services and support to the Little Horton community.

Trident would like to thank Morrisons for the speed of their funds which were made available to support families with food vouchers early following lockdown. Trident would also like to thank The Trident Community Council and Bradford Council for making funds available to repurpose the Parkside Sports Centre as a food Hub throughout the Covid Crisis.

Please see page 17 for other local company and organisation donations received.

Better Start Bradford (BSB)

BSB's aim is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. 6 years into a 10 year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development.

The initial Covid-19 lockdown commenced in March 2020 and Better Start projects quickly adapted to maintaining contact with families via phone and digitally and gradually the majority of services were adapted to be delivered digitally or once restrictions were relaxed, outdoors.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

In addition the Better Start programme provided the following as a direct response to the issues faced by families as a result of the pandemic:

- Developed a virtual antenatal course as statutory parent education was suspended. This was provided district wide between April 2020 and Jan 2021, 341 women attended, 15% of whom lived within the Better Start area but 51% lived in the most deprived wards in Bradford.
- Developed and distributed activity packs to households with children under 4 in the Better Start area, this was followed by Winter Wellbeing packs which were developed following feedback from a Community Board Member of the impact of lockdown on her mental health.
- Supported Public Health with the design and distribution of a set of guides for parents with young children on key issues during lockdown.
- BSB families in the BiBBS cohort were surveyed by the Innovation Hub on the impact of lockdown and this data was fed into the District response via the Covid Scientific Advisory Group.
- Support was provided to Bradford Baby Bank who had unprecedented demand during the initial lockdown.

Learning Together

Our programme of Learning Together events was significantly disrupted by Covid-19, however by adapting to new delivery models and ways of engaging with subject matters the following were developed and delivered:

- Seeing the World Through Babies Eyes webinar with keynote speech delivered by Dr Suzanne Zeedyk during Infant Mental Health Awareness Week
- ACEs, Resilience and Trauma workshop delivered with Public Health to launch the District ACEs, Resilience and Trauma Strategy.
- A series of podcasts were developed to explore key issues facing families with young children and those working with them:
 - o Episode 1 – What Is Attachment and Why Does It Matter?
 - o Episode 2 – Birth During a Pandemic
 - o Episode 3 – Is Dad Okay?
 - o Episode 4 – Starting the Early Childhood Adversity Conversation

Communications

The Better Start Bradford Communications and Marketing Team won the Nursery World Online and Social Media Award. The judges described Better Start Bradford's online presence as "immersive, supportive and very parent focussed. Getting messages and information out to the local community and workforce are key to the programme's work. The judges are impressed with how the online platforms were used to raise awareness, educate, promote projects and activities and interact with key partners."

The Error in formula ->#StillHereToHelp<- Campaign led by NHS Bradford District and Craven CCG reminding people that local services (especially health and social care) are still open was supported throughout the pandemic on all our media channels.

Better Start media platforms were used extensively throughout the year to provide details of information and support available to families and professionals and highlight the positive work and achievements across the programme.

A large number of case studies were developed and published to describe how services were reaching individuals differently but still having a positive impact and shared stories of parents, volunteers and project staff to illustrate the continuing work.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Baby Week Bradford

The theme for this year's event was "Why Wellbeing Matters" because the foundations for lifelong mental and physical health are laid during infancy. The importance of supporting caregivers to understand baby brain development and how it influences babies' social and emotional resilience is key to enabling them to ensure their babies are given the best start in life.

The programme had to be delivered virtually due to the pandemic but we were still able to offer 25 events across the week which saw 401 attendances from across Bradford and beyond. Highlights included a virtual Baby Rave supporting families to get moving together in their homes, a webinar exploring inequalities in maternal health care with keynote addresses from Agnes Agyepong (Best Beginnings), Ghazala Mir (University of Leeds) and Clotilde Rebecca Abe (FiveXMore), and Saima Mir in conversation with Laura Dockrill on her journey through postpartum psychosis.

Family and Community Engagement

The work of the Family and Community Engagement Workers and commissioned Neighbourhood Workers was severely impacted by the lockdowns and cancellation of events. They continued to liaise with community organisations supporting local families and were able to ensure the voices of families with the youngest children were gathered and shared with those responsible for the Covid-19 response.

Community Engagement and Covid-19 Impact Response and Recovery Webinar took place in July with circa 80 attendees. As a result of this a BSB Community Engagement Network has been established which aims to provide mutual support to our community partners and to share district wide engagement approaches. Over 40 organisations have registered and 30 attended the initial meeting.

10 Community Stakeholders have collaborated to co-design the Community Engagement revised logic model. This group reviewed the community engagement practice of the previous 5 years, identified blended approaches which will inform future practice and led to the development of a Community Reference Group to drive the work forward, increase community ownership and contribute to improving outcomes for families.

Better Place

A large proportion of the Better Place sites have been completed with the remaining projects due for completion in early 2022. Significant work has been undertaken in some of the areas larger parks such as Horton Park and Bowling Park with smaller installations, and environmental improvement work at various sites.

Countryfile featured the Better Place Festival of Trees and joined the team distributing trees to local residents on the Canterbury Estate. In addition an Urban Ranger has been appointed to oversee the completed Better Place projects and connect local communities to the environmental improvements to consolidate local ownership.

Sustainability and Legacy

A focus of the year has been about building the plans for sustainability and legacy of the Better Start Bradford programme to ensure the greatest impact possible is achieved. An internal function review was completed to ensure the programme team was fit for purpose for the next phase of the programme.

Little Minds Matter, Personalised Midwifery and Doula projects have all successfully secured Reducing Inequalities in Communities funding to expand their reach, having been identified as replicable in the City CCG area.

BSB Forward Strategy

Work will continue on the development of the sustainability and legacy plans focused in 4 workstreams; social capital, scaling up and replication of Better Start Bradford interventions, systems change and workforce.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Community Buildings Management

The three Neighbourhood Centres carried good occupancy rates (79% combined) and sustained excellent retained tenant business throughout the Covid-19 pandemic. During this turbulent year we supported our tenants with information on how to stay safe, limit Covid19 spread and the range of financial help available from local and central government to help businesses and organisations cope with the effects of Covid-19. Tenants used grant funding to continue operating and the Furlough scheme to help with wages/retain staff. We also encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services. The majority of Funders fully backing their recipients and also increasing their support to help them in this time of need.

A two fold strategy continues to control our costs;

- Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.
- Maintaining competition between local contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.

Trident is now eager to replace its heat and hot water reliance on fossil fuels (gas boilers) with renewable technology; we are looking to install Heat Pumps that will provide heat and hot water and we'll start this strategy at our Park Lane Centre. Once installed, commissioned and successfully delivering the needs of the building and its users – we'll roll out to our other sites to champion the reduction in our Carbon footprint.

This new strategy will compliment our Solar Photo Voltaic Arrays at: Park Lane (28.20 kWp), Mayfield (30.00 kWp) and Woodroyd (26.40 kWp) which generate an estimated combined annual yield of 68,000 kWhs. Moving to solar has already given us protection from energy price increases and started lowering our carbon footprint at each of the sites.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

The Mayfield Centre is well established and has now been open for over 14 years. It has good occupancy rates (84% average for the year) and is mainly home to community organisation tenants. Covid-19 and the consequent lockdown and restrictions prevented the use of the centre the year, however, we aim to get the local community both young and old to use the centre again for a wide range of activities as the restrictions ease.

The Park Lane Centre is working well also with high occupancy rates (79% average for the year). Being the base for the Community Enterprise Coach it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. Again Covid-19 and the consequent lockdown restrictions prevented the use of the centre throughout the year, however, we aim to get the local community both young and old to use the centre again for a wide range of activities as the restrictions ease.

The Woodroyd Centre as a key medical site was open during the lockdown delivering its services to the local community with NHS staff delivering GP telephone consultations, Community health outreach and the Covid-19 vaccine rollout on-site. Negotiations have started with the NHS to take up more space at the Woodroyd centre to deliver extra services to the local community. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community. Occupancy rate averaged 76% for the year.

We've used the lockdown and restrictions to carry out improvements to welcome back people at the centres; these included; Woodroyd Café facelift to re-launch a fresh and vibrant focal point.

We've installed large interactive screens in the Park Lane hall, boardroom and Mayfield hall to create High-tech hire space. We're looking to create community IT hubs at Park Lane, Mayfield, Parkside with an accessible computer at each site for those in the community that don't have access to the internet. Buildings safety and Covid-19 mitigation measures were paramount throughout the period for tenants, users and visitors; Risk Assessments were completed and mitigation measures put in place including : Information posters & banners, Hand sanitisers, Reception screens, Give way signage at entrances, Face mask notices, Social distancing notices, New Cleaning regimes and Procedures.

With over 75% of events and bookings coming from our BD5 area and the diverse range of services that our tenants provide; services that include; Counselling that supports young people, families, individuals and couples, Support for adults with learning difficulties, Support for best practice in Pre-schools, Playgroups and Parent & Toddler groups, Children's Tuition, Adult Skills and Education, Debt and Benefit advice and Community Health – the Community Buildings provide a positive impact in the BD5 area which we are proud to be involved in and plan to build on to improve the lives of those around us.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Parkside Sports Centre

Over the last year Parkside Sports Centre has been hugely affected by Covid restrictions. Which resulted in the sports hall being closed to all indoor sports for over a year. During this time community sessions were also affected. Bradford Academy continued to run on a smaller scale, for the most vulnerable children.

However, Parkside was repurposed as a **community food support hub**, this transition was swift enabling the centre to establish as one of the first Community Food Hubs in Bradford. The prompt decision enabled by financial backing from Bradford Council and Trident Community Council, at such a vital time for the local community. 10 local volunteers assisted with making up food parcels and distribute them to vulnerable families, elderly, shielding people in bd5 and surrounding areas. Over 300 Food Parcels equating to over 2,000 meals were distributed, as well as over 1,000 cooked meals.

The following local organisations and companies made donations which were gratefully received and distributed to the community:

- **Literacy trust** (Bradford Stories) –over 200 children's books for children
- **Book start** – 150 early years children's books
- **Horton Community farm (Grow together)** –over 200 seed packs, pots and soil
- **Knights Bridge Accountants** –50 bales of uncooked rice and 100 Footballs
- **AR Travel & Tours Ltd** – staff Volunteered to distribute food parcels and cooked food, also Donated 25 Cricket sets.
- **Better Start Bradford** – 70 Early years activity packs
- **The Youth Association** –3 sets (60) Resource packs for local young people
- **Artworks** –100 activity packs for young children
- **Hindu Council** –food donations for the food support and activity packs for children.
- **Al-Khair Foundation** –over 300 cooked meals
- **Save the mothers Trust** –over 600 cooked food parcels over Ramadhan
- **Magic Wishing well** –140 cooked food parcels and helped to distributed them too.
- **Human Appeal** –200 cooked meals to distribute to vulnerable elderly.

Throughout August the centre hosted the **Healthy Holidays Project**, to local children. Provision included: Arts, Craft activities, age-appropriate education work sheets and food ingredients, for families to cook together and enjoy homemade meals together.

In October 2020 as some Covid restrictions eased the Sports hall was re-opened for Badminton sessions, a few days during the week, with limited number restrictions in place. However just after Christmas that was again stopped due to the second lockdown.

A new management system is also in place and tasked to deliver the transition to a sustainable building.

The Parkside Sports Centre has received planning approval to create a new full width front extension including a new reception area, café, gym, multi-purpose fitness room, enhanced changing rooms, accessible lift, accessible toilet facilities and state of the art cricket lanes and coaching to encourage young and old, especially girls and women to take up cricket and other physical activities. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) supporting and committing financially to create the new sports extension together with many other funders.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Park Lane Pre-School Nursery

Park Lane Nursery continues to offer excellent child care support for up to 36 children aged 2-5 year olds, supporting local parents. It works closely with Better Start Bradford, local Children's Centres and Primary Schools to contribute to the best possible start in life for the children and support a smooth transition into school.

Due to the pandemic the Nursery has struggled but continued to engage with the wider community and visit places of interests. The service has been taking children on regular walks to a variety of local parks and looking at nature in the environment. Children and parents were involved in the very first Easter egg hunt at the local park, parents enjoyed this very much and feedback received from them was fantastic.

The nursery also has been involved in the BD5 magazine, sharing stories, achievements and projects. They have also been working with the community dental service and staff have received online training and support in maintaining oral health with the children in nursery. Children have been supplied with toothbrushes, toothpaste and a tooth train designed to hold toothbrushes. The nursery has been supporting University of Leeds (Faculty of medicine and health) with questionnaires and providing data and information regarding oral health and hygiene amongst the children.

During the year the nursery has purchased further resources for a child with additional needs in speech and language. In the New Year a referral was made to a children's centre to meet the needs of this child.

The nursery also offered placements for childcare students who were working towards professional childcare qualifications and volunteers. In the latest OFSTED inspection (November 2018) the nursery was awarded "Good in all areas". The team make regular improvements to the nursery to enhance the quality of the provision. Extra enhancements were made to the outdoor play area where staff used their expertise in painting to rejuvenate the outdoor resources. Indoor interactive display boards were created giving children an extra boost to their learning and development.

It has been tough year; however nursery staff were busy providing homework packs for children at home including creative resources and simple activities e.g. jigsaws and picture cards. Staff also linked stories telling and to additional resources which improved parental engagement with their child's learning at home. This reflected through regular good feedback from parents who were shielding at home.

All children attending the nursery displayed motivation and a positive approach to learning. Staff worked closely with parents to settle new children in, tailoring children's care to individual needs and enhancing children's social skills. This was reflected in children's steady overall development improvements and improving results from their assessments which showed that they were well prepared for their next stage in learning.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Community (Urban Parish) Council

The charity invests £20,000 a year into the Community (urban parish) Council to facilitate its operation and community activities, of which £10,000 funds small grant awards administered by the Community Council to local community and voluntary groups.

Bike Library and Active Travel

Weekly bicycle repairs and mechanical workshops are conducted through the Bike Library with a dedicated team of volunteers. Advice and courses on cycling safely on the roads through courses like Bikeability Levels 1, 2 and 3; teaching adults on how to repair their own and children's bicycles thereby instilling confidence in riding further than traditional short local journeys. This year the project has increased the reach of its work by working with partners including: Healthy Life Cycles, Capital of Cycling, Margaret Cairey Foundation, Bradford Council and local schools.

- 11 bicycles donated to the bike library,
- 231 bicycles co-repaired and maintained at the workshop (175 of which belonged to children and 56 that belonged to adults).
- 695 bicycles were loaned (500 through activities including Bikeability and Learn to Rides and 195 that were loaned to individuals).
- 10 volunteers engaged who contributed 664 hours of time.

All this work has positively impacted active travel and contributed to the betterment of the air quality in the area.

In addition, School Striders Project has been delivered in partnership with Cecil Greens Arts and funded through the Clinical Commissioning Groups (CCGs) in Community Partnership 6 (CP6). Following on from the success of previous School Striders activities, an additional 2 schools from the area have agreed to be involved (Bankfoot and Bowling Park). The benefits include children and families being more active due to walking short journeys, better air quality as cars are being replaced by walking, cycling and scooting to schools and parents spending a little more time outdoors with their children. We hope to invest more time into this work now many of the lockdown restrictions have been removed.

Digital Inclusion

Through extensive partnership work and finances from Good Things Foundation, Community Lottery Fund via Power To Change, we have been working to support the most digitally excluded in our community.

Through the Good Things Foundation we gave 10 elderly people Tablet devices with Internet connectivity and 1-2-1 volunteer support to access and complete a series of Learn My Way courses. This reduced digital exclusion, bettered digital education and enriched the lives of those most isolated by helping recipients access social media to keep in touch with loved ones.

The Log On, Check In, Move Up (LOCIMU) partnership was designed and delivered which included a package for a programme of interventions to improve educational attainment of 25 local children through Catch Up Tutoring programmes for GCSE children, reduce digital exclusion by giving those most marginalised 24 Laptops and 50 devices with internet access and a means to educate them through Learn My Way courses. A further 180 individuals benefitted from debt, housing and benefits advice and guidance, counselling and support with school appeals. The work also involved the installation of free public WiFi hubs at Trident community centres for anyone that attends the centres in need of access to a computer and the internet.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Healthy Lifestyles Project and Central Locality Integrated Care Service

The Healthy Lifestyles Project usually delivers the following :

- lunch clubs for senior citizens
- Khana Peena lunch clubs
- Community meals with provision of a healthy food market
- Well-Being café.

However the presence of Covid 19 and the national lockdowns during 2020-2021 prevented these groups from taking place. Instead the team supported the most vulnerable throughout this period by working with the Parkside Food Hub and delivering food and essential items following Covid safe practices.

Between July and September 2021 HLP also provided a meal deliver/collection service one day a week to members of the community. During this period 239 meals were provided.

During the Christmas period and February Half Term period HLP also provided and delivered HLP also provided and delivered a total of 105 food parcels to members of the community.

HLP recruited 3 new members of staff to deliver the new Central Locality Integrated Care Service contracts:

- Social Prescribing
- Community Development
- Volunteering programme
- End of Life befriending.

Social Prescribing supports individuals with non-medical issues that have a direct impact on their physical and mental well-being. We started to receive referrals into this in October 2020 and received 64 referrals for support.

Community Development is to support and establish groups within the community that will have an impact on an individual's well-being. Within this we have support several groups apply for test and trace grants to purchase items so the groups can practice Covid safe delivery of their activities.

The volunteering programme recruits and trains Living Well Champions that can support groups and deliver health messaging in the community.

End of Life befriending programme supports individuals in their last year of life, as well as their supporting their families/carers. This is delivered by providing one to one support, and befriending programme and Well-Being café for people to attend. We started to receive referrals into this in December 2020 and received 4 referrals for support. Covid 19 stopped the delivery of well-being cafés and the training of volunteers for the befriending programme.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Enterprise Support

The last 12 months have seen turbulent times for us all and have been particularly challenging for those with small businesses. The project has seen a shift in the support needs as more people with existing businesses have been supported as they have tried to adapt to and cope with the changing commercial landscape. Equally over the last year enterprise coaching has in the main been half-time furloughed or furloughed completely, meaning delivery capacity dropped to about a third with the offer being targeted on reactive support rather than proactive business creation – in line with demand.

The now multi-platformed enterprise programme continues to develop innovative ways to support local people in becoming more formally economically active. Our enterprise offer being a clear unique selling point when promoting the BD5 area as 'Great for Business'. We promote enterprise support to those living and working in the area. The project continues to seek and strengthen partnerships across Bradford District and 'Leeds City Region'. This has included the addition of a broader employability offer through our collaborations, which include Bradford University and their Graduate Workforce Development Programme, Channel 4's Community Ambassadors Programme, The National Careers Service, The Job Centre/DWP, Bradford Council, and Power to Change.

Enquiries this year have been predominantly from existing businesses owners facing unique challenges though some who have found they had time on their hands have been exploring the possibilities that self-employment may give, particularly as many were fearful of their employment prospects going forwards, fears that in the main have not materialised.

Please note the figures below relate to delivery capacity equivalent to a third (33%) of what has been available in recent years.

- 28 different clients assisted on a 1 to 1 basis (44% of last years achievement)
- Most assists were one off interventions, where clients talked through their worries/ideas with many clients receiving help with basic business planning and/or problem solving.
- 82% of clients were from BD5 postcode area (an increase from 72% last year),
- 6 clients had between 2 and 12 formal meetings; all of whom were based in BD5 (an increase on last year).
- 16 clients were existing businesses/self-employed and interventions helped safeguard their businesses.

In the current climate it has not been possible host networking events or workshops, it is intended to reintroduced these next year.

Our 'Business Trustee', Ramen Haire, continues her unwavering support and encouragement of our development, supporting all aspects of the enterprise provision and continues to champion our work effectively and enthusiastically, both internally and externally.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year apart from Chichester House which following a review of our estate development plans was put up for sale as it no longer fulfils a community need. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in notes 18 and 19 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Arise Yorkshire Limited – 4 way joint venture

In 2013 Trident joined forces with three other local community anchors to form a joint venture company call Arise Yorkshire Limited. The mission of Arise is for 'Similar community enterprises rooted in their own communities coming together to combine their collective experience, skills and delivery capacity to attract investment and win service delivery contracts for the economic, social, environmental and cultural regeneration of Bradford and beyond'. The company has successfully rejuvenated 21 formerly derelict houses and returned them to being homes, completed Community Health Asset mapping and research, delivered a multi-party integration programme and worked with partners in support of Community Owned and Managed Assets support project for the local VCS. Arise continues to own and lease the 21 restored houses.

Bradford Community Energy – part share holder

During the period Bradford Community Energy (BCE) was established to further the development of renewable energy projects in the district thanks to support from the Community Shares Unit, the Co-ops UK Booster programme and Bradford Council. Bradford Trident has a share in BCE which owns and operates the solar panels on the Park Lane Centre and Mayfield Centre. BCE is a community benefit society, society registration number 008388.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £6,466,049 (£6,260,446 in 2020) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,533,405 are fixed assets and a further £117,614 are restricted funds. The unrestricted reserve policy target is £426,000 made up of:

- redundancy reserve £148,000;
- five months operating costs £248,000;
- Buildings reserve £30,000;

Plus designated fund of:

- carbon reduction fund £93,000;
- designated investment property development fund £290,000, to diversify the property portfolio and secure future income generation opportunities.

The remaining free reserves, £6,030 are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

Bradford Trident holds a significant property portfolio including three community hubs, one sport centre and four other investment properties. The investment strategy is to manage community hubs for delivery of local services and facilities for the community and use income from across the estate to generate funds to enable provision of community services. The buildings are actively managed and maintained and an unrestricted contingency reserve is being built to cover major future building related costs.

External funds

The Board of trustees are grateful for the contributions amounting to £6,458,225 in the financial year 2020/21. External funds are pursued to supplement community service delivery costs.

As of 31 March 2021, a balance of £5,864 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year six of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021**

External Funding bodies	2020/2021	£
Sports England		8,709
Bradford MDC Small Business Grants		50,143
HMRC Job Retention Scheme		36,906
Morrisons Foundation		7,950
Transforming Lives for Good		5,630
Bradford MDC Test & Trace Community Engagement		7,500
Bradford MDC Climate Action Fund		22,500
Bradford MDC Cleaner Streets		2,000
National Lottery Community Fund – Covid Resilience	98,000	
Hungry Holiday Fund		4,331
Sovereign Health Care Community Fund		10,000
Community Council		3,000
Bradford MDC Public Health via CABAD		7,500
Bradford MDC Holiday Hunger		6,600
Sub-total		270,769
National Lottery Fund Grant – Fulfilling Lives: A Better Start		6,187,456
Bradford District Care Foundation Trust – BSB match		40,881
West Yorkshire Police – BSB match		50,303
Bradford Council Early Childhood Services – BSB match		180,000
Bradford Council Public Health – BSB match		18,267
NHS Bradford & Districts CCG – BSB match		68,740
National Health Service CCG City – BSB match		68,740
BSB Sub-total		6,187,456
Grand Total		6,458,225

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Risk

The charity has a risk register, which is reviewed every six months by the senior management team and annually by the board. Significant new risks are brought to the attention of the board as and when they are identified. The risk assessment process identified the following major potential risks:

- Fraud or mismanagement of the funds provided to delivery programmes;
- Failures to safeguard children adequately; and
- Further Covid-19 lockdowns
- Climate Change extreme weather events.

The charity has put measures in place to manage these risks (robust financial procedures and spot checking; safeguarding policy and training, Covid protection measures and messaging, and building reviews and carbon emission reduction plan) and makes assessments as to the likelihood of these and other risk events. Systems are in place to minimise the operational, financial and reputational impact these and other risks could have on the charity.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Plans for Future Periods,

The period has seen Trident respond to the Covid-19 crisis at a neighbourhood level providing securing substantive additional resources to be able to provide support to local families and vulnerable households. Trident has also begun a longer term piece of work invest in renewable energy assets and energy efficiency resources within the estate to reduce our operational carbon emissions. A significant step forward for the district being Tridents leadership role in establishing Bradford Community Energy (BCE), within which Trident has a £3,750 share. It is anticipated that Trident's and BCE's future ambitions will be mutually beneficial in developing and promotion good environmental practices within the sector. Plans continue to advance the install heat pumps across the Trident estate to complement the solar energy capacity already installed.

Partnership working, particularly around health and well-being services, has continued to grow in Trident's community services with implementation of the new Central Locality Integrated Care Services (CLICS) and Community Partnership 6 work. Other partnerships are active in the Play, Health, Active Travel and Energy arenas. Health particularly remains an important area of development for our Healthy Lifestyles team and associated sustained effort and investment of time continue to develop and strengthen relationships with Bradford CVS Alliance, Horton and City Health Collaboration (formerly Community Partnership 6), the Clinical Commissioning Groups and importantly the network of VCS groups across and surrounding the Little Horton area. The Board would particularly like to celebrate the partnership work with Gillington Community Centre and the Thornbury centre through the CLICS projects. With the developments within the Integrated Care System (ICS) these relationships and service developments will help to cement Trident as a partner of choice for future community health creation activities.

The coming year will see:

- Build local grassroots health ecosystem including sports and physical activity.
- Strengthen Central Locality Integrated Care Services and Roma Connect partnership with renewal of RIC commissions. Further development of community based health promotion activities including beyond BTL. Build awareness of CP6, its capacity and connection to local voice.
- Re-establish Enterprise Coaching service with delivery partners Participate and Impact Hub.
- Development of an Urban Cricket Centre at the Parkside Sports Centre as part of the implementation of the England Cricket Board's Connecting with South Asian Communities strategy and with additional investment from a number of significant funders.
- Further integration of Better Start Bradford's programmes into local children's and maternity services, alongside further innovation and expansion of community engagement and community led projects.
- Complete governance review and further improve impact recording and enhanced reporting and community engagement.
- Bradford Community Energy community benefit society to partner in carbon audit work. Further development and implementation of plans to move Trident operations towards zero carbon.
- Progress further the development of the Ian Greenwood Business Park, a brown field site light industrial business unit complex with substantial solar array provision. The park will support local business creation, job creation and a diversification of Trident's property portfolio. Investment capital has been approved in principal by a leading charity sector bank, planning permission approved and cross plot rights of way extinguished.

Significant challenges remain in the BD5 area including: health inequalities, high infant mortality, low academic attainment and high unemployment rates.

The vision of our Board of Trustees is that through our activities and those of our partners, over the coming years, the local area will continue to positively develop with a proud, healthy, active and welcoming community; a place where families thrive.

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

Bradford Trident Limited, also known as Bradford Trident, is a registered charity and a company limited by guarantee and registered in England. It is governed by its memorandum and articles of association. The Trustees of Bradford Trident Limited have complied with their duty to have due regard to the charity commission's public benefit guidance when exercising any powers or duties to which the guidance is relevant.

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:

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayoob	Community Director	
Ms Ramenpreet Haire	Business Director	
Cllr Shah M Khokhar	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	
Cllr Javed Khan	Community Councillor	
Cllr Satnam Singh	Community Councillor	
Mr Ishaq Shafiq	Community Director	

Trustees are appointed through a variety of routes. Six trustees are elected via the Community (urban parish) Council, two trustees are elected Ward Councillors, there are appointments from local issue specialists for: faith, business, health and youth issues, a treasurer trustee (vacant) and two community trustees are recruited from local groups/residents. All trustees live or work in the BD5 area.

The board of trustees provide the strategic direction and scrutiny functions of the charity and are responsible for approving and overseeing the policies and practices of the organisation. The trustees meet at least quarterly. Day to day general management of the charity and operational responsibilities are delegated to the Executive Officers and Company Secretary.

The employment package (salary plus pension contribution) of Bradford Trident's highest paid employee is 3.56 times that of the least paid employee. There is only two employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

All trustees have completed a training needs analysis and their individual training needs are reviewed on an annual basis. New Trustees have an induction which gives information on the role of a Trustee and the workings of Bradford Trident. This involves a meeting with the Chief Executive, a pack of key documents and often involves visits to centres.

The Board of Trustees appoint the directors of our trading subsidiary Bradford Trident Trading Limited and the director representatives to our joint venture Arise (Yorkshire) Limited. Locally recruited service users form the Better Start Bradford Partnership Board, which steers Better Start Bradford's review and implementation functions. They receive guidance and support from the Better Start Executive which includes Bradford Trident's CEO, the Strategic Directors of Children's Services and Public Health (Bradford Council) and the Director of Collaboration (Bradford Clinical Commissioning Groups), Research Director (Born in Bradford) and Funding and Relationship Manager (National Lottery Fund).

Auditor

BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) (CONTINUED)

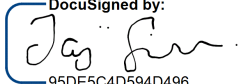
FOR THE YEAR ENDED 31 MARCH 2021

In accordance with the company's articles, a resolution proposing that Naylor Wintersgill 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, including the strategic report, was approved by the Board of Trustees.

DocuSigned by:

95DE5C4D594D496...
Cllr Taj Salam - Chair

Dated: 16 December 2021

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

The Trustees, who are also the directors of Bradford Trident Limited 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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 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; 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 Charity 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 and parent charity'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.

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

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, which includes the directors' report and the strategic report prepared for the purposes of company law, for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have 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 the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or 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 by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the statement of Trustees responsibilities, 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 parent 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 company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the Group and its industry, we identified that the principal risks of non-compliance with laws and regulations related to breaches of UK law and we considered the extent to which non-compliance might have a material effect on the financial statements of the Group. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure or increase the capital position of the Company, and management bias in accounting estimates and judgmental areas of the financial statements such as the recognition of income. Audit procedures performed by the engagement team included:

- Discussions with directors including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing relevant meeting minutes;
- Reviewing of correspondence in so far as they related to non-compliance with laws and regulations and fraud;
- Procedures relating to the recognition of income;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations, posted on unusual days, posted by infrequent users, posted by senior management or posted with descriptions indicating a higher level of risk;

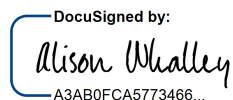
Designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing over immaterial liabilities and assets balances.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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.

Use of our report

This report is made solely to the charitable company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charitable company's members those matters we are required to state to them in an 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.

DocuSigned by:

A3AB0FCA5773466...

Alison Whalley (Senior Statutory Auditor)
for and on behalf of Naylor Wintersgill Limited

16 December 2021

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2021**

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
Income and endowments from:							
Donations and legacies	3	164,521	6,371,176	6,535,697	84,357	5,711,319	5,795,676
Charitable activities	4	158,001	13,690	171,691	9,461	29,251	38,712
Share of joint venture	4	-	10,357	10,357	-	351,702	351,702
Investments	5	600,624	-	600,624	673,294	-	673,294
Other income	6	3,297	-	3,297	9,189	-	9,189
Total income		926,443	6,395,223	7,321,666	776,301	6,092,272	6,868,573
Expenditure on:							
Raising funds	7	244,713	-	244,713	242,259	-	242,259
Charitable activities	8	481,134	6,397,945	6,879,079	598,068	5,782,425	6,380,493
Total resources expended		725,847	6,397,945	7,123,792	840,327	5,782,425	6,622,752
Net income/(expenditure) for the year/ Net movement in funds		200,596	(2,722)	197,874	(64,026)	309,847	245,821
Fund balances at 1 April 2020		4,486,773	1,773,673	6,260,446	4,550,799	1,463,826	6,014,625
Fund balances at 31 March 2021		4,687,369	1,770,951	6,458,320	4,486,773	1,773,673	6,260,446

The statement of financial activities includes all gains and losses recognised in the year.

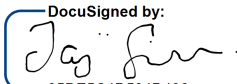
All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2021**

		2021		2020	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14	1,859,298		1,953,155	
Investment properties	16	3,243,569		3,243,569	
Investments	17	3,750		-	
Programme related investments	15	362,059		351,702	
		<u>5,468,676</u>		<u>5,548,426</u>	
Current assets					
Debtors	20	417,963		494,570	
Cash at bank and in hand		3,434,346		2,186,121	
		<u>3,852,309</u>		<u>2,680,691</u>	
Creditors: amounts falling due within one year	21	(2,862,665)		(1,968,671)	
Net current assets			989,644		712,020
Total assets less current liabilities		<u>6,458,320</u>		<u>6,260,446</u>	
Income funds					
Restricted funds	23	1,770,951		1,773,673	
<u>Unrestricted funds</u>					
Designated funds	22	809,000		343,000	
General unrestricted funds		3,878,369		4,143,773	
		<u>4,687,369</u>		<u>4,486,773</u>	
	24	<u>6,458,320</u>		<u>6,260,446</u>	

The accounts were approved by the Trustees on 16 December 2021

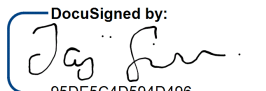
DocuSigned by:

 95DE5C4D594D496...
 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**CHARITY BALANCE SHEET****AS AT 31 MARCH 2021**

		2021		2020	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14	1,859,298		1,953,155	
Investment properties	16	3,243,569		3,243,569	
Investments	17	3,850		100	
		<u>5,106,717</u>		<u>5,196,824</u>	
Current assets					
Debtors	20	415,532		492,235	
Cash at bank and in hand		3,430,549		2,182,228	
		<u>3,846,081</u>		<u>2,674,463</u>	
Creditors: amounts falling due within one year	21	(2,861,401)		(1,967,407)	
Net current assets		<u>984,680</u>		<u>707,056</u>	
Total assets less current liabilities		<u><u>6,091,397</u></u>		<u><u>5,903,880</u></u>	
Income funds					
Restricted funds	23	1,408,892		1,421,971	
<u>Unrestricted funds</u>					
Designated funds	22	809,000		343,000	
General unrestricted funds		3,873,505		4,138,909	
		<u>4,682,505</u>		<u>4,481,909</u>	
	24	<u><u>6,091,397</u></u>		<u><u>5,903,880</u></u>	

The accounts were approved by the Trustees on 16 December 2021

DocuSigned by:

 95DE5C4D594D496
 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	30		601,470		(506,310)
Investing activities					
Purchase of tangible fixed assets		(7,119)		(22,530)	
Proceeds on disposal of tangible fixed assets		57,000		-	
Purchase of investment property		-		(33,948)	
Purchase of other investments		(3,750)		-	
Investment income received		600,624		673,294	
Net cash generated from investing activities			646,755		616,816
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			1,248,225		110,506
Cash and cash equivalents at beginning of year			2,186,121		2,075,615
Cash and cash equivalents at end of year			3,434,346		2,186,121

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS*****FOR THE YEAR ENDED 31 MARCH 2021***

	Notes	2021 £	£	2020 £	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	30		601,568		(506,195)
Investing activities					
Purchase of tangible fixed assets		(7,119)		(22,530)	
Proceeds on disposal of tangible fixed assets		57,000		-	
Purchase of investment property		-		(33,948)	
Purchase of other investments		(3,750)		-	
Interest received		600,622		673,294	
Net cash generated from investing activities			646,753		616,816
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			1,248,321		110,621
Cash and cash equivalents at beginning of year			2,182,228		2,071,607
Cash and cash equivalents at end of year			3,430,549		2,182,228

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Company information

Bradford Trident Limited is a private company limited by guarantee incorporated in England and Wales. The registered office is Park Lane Centre, Park Lane, Bradford, BD5 0LN. In the event of the charity being wound up, the liability of the guarantee is limited to £1 per member.

1.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, 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)" (as amended for accounting periods commencing from 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, 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.

As permitted by s408 Companies Act 2006, the charity has not presented its own profit and loss account and related notes. The charity's deficit for the year was £187,517 (2020 £105,881).

The consolidated financial statements incorporate those of Bradford Trident Limited and its subsidiary Bradford Trident Trading Limited.

All financial statements are made up to 31 March 2021. Where necessary, adjustments are made to the financial statements to bring the accounting policies used into line with those used by the parent.

All intra-group transactions, balances and unrealised gains on transactions between group companies are eliminated on consolidation.

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 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 Incoming resources

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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

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.

1.5 Resources expended

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a staff time basis. No amounts have been included in the financial statements for services donated by volunteers.

The basis of allocation follows the delivery plan agreed with the Government Office for North Yorkshire and Humberside. Primarily this means that costs are designated to specific projects. However, in addition all management and administration expenses are included in that section of the statement of financial activities.

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:

Freehold buildings	50 years straight line
Fixtures, fittings and office equipment	4 and 5 years straight line

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 net income/(expenditure) for the year.

1.7 Investment properties

Investment property, which is property held to earn rentals and/or for capital appreciation, is initially recognised at cost, which includes the purchase cost and any directly attributable expenditure. Subsequently it is measured at fair value at the reporting end date. The surplus or deficit on revaluation is recognised in profit or loss.

1.8 Fixed asset investments

Equity investments are measured at fair value through profit or loss, except for those equity investments which are not publicly traded and whose fair value cannot otherwise be measured reliably, which are recognised at cost less impairment until a reliable measure of fair value becomes available.

In the parent company financial statements, investments in subsidiaries are initially measured at cost and subsequently measured at cost less any accumulated impairment losses.

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.9 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).

Recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

If the recoverable amount of an asset is estimated to be less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. An impairment loss is recognised immediately in income/(expenditure for the year, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

Recognised impairment losses are reversed if, and only if, the reasons for the impairment loss have ceased to apply. Where an impairment loss subsequently reverses, the carrying amount of the asset is increased to the revised estimate of its recoverable amount, but so that the increased carrying amount does not exceed the carrying amount that would have been determined had no impairment loss been recognised for the asset in prior years. A reversal of an impairment loss is recognised immediately, unless the relevant asset is carried in at a revalued amount, in which case the reversal of the impairment loss is treated as a revaluation increase.

1.10 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.

1.11 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.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

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.

1.12 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.

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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2021 £	2021 £	2021 £	2020 £	2020 £
Donations and gifts	24	-	24	-	-
Government grants	164,497	6,371,176	6,535,673	84,357	5,711,319
	<u>164,521</u>	<u>6,371,176</u>	<u>6,535,697</u>	<u>84,357</u>	<u>5,711,319</u>
	<u><u>164,521</u></u>	<u><u>6,371,176</u></u>	<u><u>6,535,697</u></u>	<u><u>84,357</u></u>	<u><u>5,711,319</u></u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****3 Donations and legacies****(Continued)****Grants receivable for core activities**

Betterstart - The

National Lottery

Community Fund

Sport England

Bradford Council -

Preschool Funding

Bradford MDC Small

Business Grants

HMRC Job Retention

Scheme

Morrisons Charitable

Foundation

Transforming Lives for

Good

Test & Trace Community

Engagement

Bradford MDC

Community Action

Bradford MDC Cleaner

Streets

Power to Change Log in,

Check in, Move up

Winter Food Scheme

Sovereign Healthcare

Community Fund

Community Council

Food Bank

Toddlers Out to Shake

Parent & Toddler Group

Whole Family Support

Bradford MDC Hub

Development

Right Conversations

Bradford MDC Holiday

Hunger

Community Anchor

School Striders

RIC End of Life

Programme

West Bowling Park Run

Other

-	6,187,456	6,187,456	-	5,656,311	5,656,311
-	8,709	8,709	-	-	-
77,448	-	77,448	84,357	-	84,357
50,143	-	50,143	-	-	-
36,906	-	36,906	-	-	-
-	7,950	7,950	-	-	-
-	5,630	5,630	-	-	-
-	7,500	7,500	-	-	-
-	22,500	22,500	-	-	-
-	2,000	2,000	-	-	-
-	98,000	98,000	-	-	-
-	4,331	4,331	-	-	-
-	10,000	10,000	-	-	-
-	3,000	3,000	-	-	-
-	-	-	-	2,493	2,493
-	-	-	-	2,064	2,064
-	-	-	-	6,960	6,960
-	7,500	7,500	-	3,381	3,381
-	-	-	-	6,000	6,000
-	6,600	6,600	-	5,000	5,000
-	-	-	-	1,000	1,000
-	-	-	-	14,560	14,560
-	-	-	-	5,315	5,315
-	-	-	-	7,360	7,360
-	-	-	-	875	875
164,497	6,371,176	6,535,673	84,357	5,711,319	5,795,676

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	Charitable activities 2021 £	Share of joint venture 2021 £	Total 2021 £	Charitable activities 2020 £	Share of joint venture 2020 £	Total 2020 £
Sales within charitable activities	158,001	-	158,001	9,461	-	9,461
Performance related grants	13,690	-	13,690	29,251	-	29,251
Other income	-	10,357	10,357	-	351,702	351,702
	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>	<u>38,712</u>	<u>351,702</u>	<u>390,414</u>
Analysis by fund						
Unrestricted funds	158,001	-	158,001	9,461	-	9,461
Restricted funds	13,690	10,357	24,047	29,251	351,702	380,953
	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>	<u>38,712</u>	<u>351,702</u>	<u>390,414</u>
Performance related grants						
Diabetes Prevention and Management	-	-	-	16,751	-	16,751
Healthy Lifestyles	13,690	-	13,690	-	-	-
Active Travel (WYCA)	-	-	-	2,500	-	2,500
Community Shares Booster Programme	-	-	-	10,000	-	10,000
	<u>13,690</u>	<u>-</u>	<u>13,690</u>	<u>29,251</u>	<u>-</u>	<u>29,251</u>

5 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Rental income	596,662	666,168
Interest receivable	3,962	7,126
	<u>600,624</u>	<u>673,294</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**6 Other income**

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Net gain on disposal of tangible fixed assets	664	-
Sundry income	2,633	9,189
	<u>3,297</u>	<u>9,189</u>

7 Raising funds

	2021	2020
	£	£
<u>Fundraising and publicity</u>		
Staff costs	244,713	242,259
	<u>244,713</u>	<u>242,259</u>

8 Charitable activities

	2021	2020
	£	£
Staff costs	1,153,786	1,099,527
Project costs	5,202,719	4,759,119
	<u>6,356,505</u>	<u>5,858,646</u>
Grant funding of activities (see note 9)	18,750	-
Share of support costs (see note 11)	470,153	486,342
Share of governance costs (see note 11)	33,671	35,505
	<u>6,879,079</u>	<u>6,380,493</u>
Analysis by fund		
Unrestricted funds	481,134	598,068
Restricted funds	6,397,945	5,782,425
	<u>6,879,079</u>	<u>6,380,493</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**9 Grants payable**

	2021 £	2020 £
Grants to institutions:		
Bradford Community Energy Limited	18,750	-

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £600 were reimbursed to one trustee (2020: telephone expenses of £599 to one trustee).

11 Support costs

	Support costs £	Governance costs £	2021 £	Support costs £	Governance costs £	2020 £
Staff costs	-	23,395	23,395	-	24,051	24,051
Printing, postage, stationery and design	9,557	-	9,557	15,878	-	15,878
Repairs	61,812	-	61,812	60,888	-	60,888
Property expenses	271,276	-	271,276	251,013	-	251,013
Travel expenses	-	-	-	189	-	189
Office costs	77,307	-	77,307	79,408	-	79,408
Other staff costs	22,897	-	22,897	33,539	-	33,539
Bad debts	(3,180)	-	(3,180)	13,056	-	13,056
Legal and professional fees	26,277	-	26,277	26,284	-	26,284
Bank charges	199	-	199	396	-	396
Sundry expenses	4,008	-	4,008	5,691	-	5,691
Audit fees	-	9,550	9,550	-	9,250	9,250
Meeting costs	-	600	600	-	1,980	1,980
Printing, postage and stationery	-	113	113	-	137	137
Training costs	-	13	13	-	-	-
Sundry expenses	-	-	-	-	87	87
	470,153	33,671	503,824	486,342	35,505	521,847
Analysed between Charitable activities	470,153	33,671	503,824	486,342	35,505	521,847

Governance costs includes payments to the auditors of £9,550 (2020- £9,250) for audit fees.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**12 Employees****Number of employees**

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Project staff	44	43
Management and administration	14	14
	<u>58</u>	<u>57</u>

Employment costs

	2021	2020
	£	£
Wages and salaries	1,245,000	1,163,627
Social security costs	92,114	120,541
Other pension costs	84,780	81,669
	<u>1,421,894</u>	<u>1,365,837</u>

The number of employees whose annual remuneration was £60,000 or more were:

	2021	2020
	Number	Number
£60,001 - £70,000	<u>2</u>	<u>1</u>

Contributions totalling £8,211 (2020: £4,086) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 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.

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**14 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2020	1,886,962	196,574	2,083,536
Additions	-	7,119	7,119
Disposals	-	(66,278)	(66,278)
At 31 March 2021	1,886,962	137,415	2,024,377
Depreciation and impairment			
At 1 April 2020	47,431	82,950	130,381
Depreciation charged in the year	29,068	15,572	44,640
Eliminated in respect of disposals	-	(9,942)	(9,942)
At 31 March 2021	76,499	88,580	165,079
Carrying amount			
At 31 March 2021	1,810,463	48,835	1,859,298
At 31 March 2020	1,839,531	113,624	1,953,155

15 Programme related investments

	£
At 1 April 2020	351,702
Additions	10,357
At 31 March 2021	362,059

Programme related investments relates to a 25% share in Arise Yorkshire Limited, a company registered in England and Wales (Company number 08408211).

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**16 Investment property - Group and Charity****2021**
£**Fair value**

At 1 April 2020 and 31 March 2021

3,243,569

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2016 by Sharma Williamson Chartered Surveyors, who are not connected with the Charity. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties. The Trustees do not consider the value of the property to have changed since this date.

17 Fixed asset investments - Group**2021**
£**2020**
£

Unlisted investments

3,750

-

3,750

-

Movements in fixed asset investments**Shares**
£**Cost or valuation**

At 31 March 2021

-

Additions

3,750

At 31 March 2021

3,750

Carrying amount

At 31 March 2021

3,750

At 31 March 2020

-

17 Fixed asset investments - Charity**2021**
£**2020**
£

Investments in subsidiaries

100

100

Unlisted investments

3,750

-

3,850

100

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**19 Subsidiaries**

Name of undertaking and country of incorporation or residency	Nature of business	Class of shareholding	% Held Direct
Bradford Trident Trading Limited England	Trading of investment property	Ordinary	100.00

The aggregate capital and reserves and the result for the year of subsidiaries was as follows:

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,964	1,360	1,360	-

20 Debtors

	Group 2021 £	2020 £	Charity 2021 £	2020 £
Amounts falling due within one year:				
Trade debtors	212,076	50,220	212,075	50,220
Amounts due from subsidiary undertakings	-	-	22,235	22,330
Other debtors	1,210	1,128	1,210	1,128
Prepayments and accrued income	204,677	443,222	180,012	418,557
	<u>417,963</u>	<u>494,570</u>	<u>415,532</u>	<u>492,235</u>

21 Creditors: amounts falling due within one year

	Group 2021 £	2020 £	Charity 2021 £	2020 £
Other taxation and social security	32,916	6,768	32,916	6,768
Trade creditors	735,818	766,922	735,818	766,922
Other creditors	1,084	1,484	1,084	1,484
Accruals	2,092,847	1,193,497	2,091,583	1,192,233
	<u>2,862,665</u>	<u>1,968,671</u>	<u>2,861,401</u>	<u>1,967,407</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**22 Designated funds - Group and Charity**

The income funds of the charity include the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 April 2019	Transfers	Balance at 1 April 2020	Transfers	Balance at 31 March 2021
	£	£	£	£	£
Investment Property Development Fund	235,000	15,000	250,000	40,000	290,000
Carbon Reduction Fund	150,000	(57,000)	93,000	-	93,000
Redundancy Fund	-	-	-	148,000	148,000
Contingency Fund	-	-	-	248,000	248,000
Buildings Reserve	-	-	-	30,000	30,000
	<u>385,000</u>	<u>(42,000)</u>	<u>343,000</u>	<u>466,000</u>	<u>809,000</u>

The Investment Property Development Fund is funds set aside to develop a property with the intention of the property generating further income for the Charity. The fund is expected to be spent within the next twelve to twenty four months.

The Carbon Reduction Fund is funds set aside to enable the Charity to reduce its carbon footprint.

The Redundancy and Contingency Funds are funds set aside in the unlikely event of a significant loss in funding. The funds are not expected to be spent in the foreseeable future.

The Buildings Reserve is funds set aside for unexpected repairs to the buildings. Do to the nature of the fund the funds are not expected to be spent in the foreseeable future.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Group

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Movement in funds			Movement in funds			
	Balance at 1 April 2019	Incoming resources	Resources expended	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 31 March 2021
	£	£	£	£	£	£	£
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Parent and Toddler Groups	-	4,557	(4,557)	-	-	-	-
Better Start	72,483	5,656,311	(5,705,916)	22,878	6,187,456	(6,204,470)	5,864
Whole Family Support	-	6,960	(6,960)	-	-	-	-
Hub Development	-	3,381	(3,381)	-	7,500	(7,500)	-
School Striders	-	14,560	(14,560)	-	-	-	-
Food bank	-	5,000	(5,000)	-	27,511	(27,511)	-
Diabetes Prevention and Management	-	16,751	(16,751)	-	-	-	-
Healthy Lifestyles	-	-	-	-	13,690	(13,690)	-
Right Conversations	-	6,000	(6,000)	-	-	-	-
Active Travel (WYCA)	-	2,500	(2,500)	-	-	-	-
Sports Hall capital spend	112,500	-	(2,250)	110,250	-	(2,250)	108,000
West Bowling Park Run	-	7,360	(7,360)	-	-	-	-
Community Shares Booster Programme	-	10,000	-	10,000	-	(10,000)	-
Sport England	-	-	-	-	8,709	(8,709)	-
Test & Trace Community Engagement	-	-	-	-	7,500	(7,500)	-
BCE Investment in Shares	-	-	-	-	22,500	(18,750)	3,750
Cleaner Streets	-	-	-	-	2,000	(2,000)	-
Log In, Check In, Move Up	-	-	-	-	98,000	(95,565)	2,435
Sovereign Sports Hall	-	-	-	-	10,000	-	10,000
Arise Yorkshire Limited	-	351,702	-	351,702	10,357	-	362,059
Other	-	1,875	1,875	-	-	-	-
	<u>1,463,826</u>	<u>6,086,957</u>	<u>5,773,360</u>	<u>1,773,673</u>	<u>6,395,223</u>	<u>(6,397,945)</u>	<u>1,770,951</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Group

(Continued)

Woodroyd and Park Lane relate to funds received from the European Regional Development Fund for work on the buildings. Should these properties be sold before 2023, the monies may be repayable.

Sports Hall Capital spend relates to grants received to improve the sports hall, the expenditure has been included in fixed assets.

Public Health, Well Being Cafe and Cycling Event all relate to funds received from Bradford City Council for the purpose for which they are named.

Better Start relates to funds received from Big Lottery Fund, City of Bradford Metropolitan District Council, Bradford District and City Clinical Commissioning Groups, West Yorkshire Police and Bradford District Care Trust to help parents give their children the best start in life.

Bike Library is funding received from Welcome to Yorkshire to operate a bike library.

The Community Asset Project is funding received from Bradford District and City Clinical Commissioning Groups in relation to research into community health assets.

Community meals relates to funds received to provide meals for the local community.

Diabetes Prevention and Management relate to the provision of one to one support for the prevention and management of diabetes,

Healthy Lifestyles is funding received to raise awareness of lifestyle changes.

Active Travel (WYCA) is funding to promote cycling and walking to people looking for work.

Right Conversation is funding to raise awareness of the alternatives to the Accident and Emergency department.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Charity

	Movement in funds			Movement in funds			
	Balance at 1 April 2019	Incoming resources	Resources expended	Balance at 1 April 2020	Incoming resources	Resources expended	Balance at 31 March 2021
	£	£	£	£	£	£	£
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Parent and Toddler Groups	-	2,493	(2,493)	-	-	-	-
Better Start	72,483	5,656,311	(5,705,916)	22,878	6,187,456	(6,204,470)	5,864
Parent & Toddler Group	-	2,064	(2,064)	-	-	-	-
Whole Family Support	-	6,960	(6,960)	-	-	-	-
Hub Development	-	3,381	(3,381)	-	7,500	(7,500)	-
School Striders	-	14,560	(14,560)	-	-	-	-
Food bank	-	5,000	(5,000)	-	27,511	(27,511)	-
Community Anchor	-	1,000	(1,000)	-	-	-	-
Diabetes Prevention and Management	-	16,751	(16,751)	-	-	-	-
Healthy Lifestyles	-	-	-	-	13,690	(13,690)	-
Right Conversations	-	6,000	(6,000)	-	-	-	-
Active Travel (WYCA)	-	2,500	(2,500)	-	-	-	-
Sports Hall capital spend	112,500	-	(2,250)	110,250	-	(2,250)	108,000
West Bowling Park Run	-	7,360	(7,360)	-	-	-	-
Community Shares Booster Programme	-	10,000	-	10,000	-	(10,000)	-
Sport England	-	-	-	-	8,709	(8,709)	-
Test & Trace Community Engagement	-	-	-	-	7,500	(7,500)	-
BCE Investment in Shares	-	-	-	-	22,500	(18,750)	3,750
Cleaner Streets	-	-	-	-	2,000	(2,000)	-
Log In, Check In, Move Up	-	-	-	-	98,000	(95,565)	2,435
Sovereign Sports Hall	-	-	-	-	10,000	-	10,000
Other	-	875	(875)	-	-	-	-
	<u>1,463,826</u>	<u>5,735,255</u>	<u>5,777,110</u>	<u>1,421,971</u>	<u>6,384,866</u>	<u>(6,397,945)</u>	<u>1,408,892</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**25 Related party transactions****Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	2021	2020
	£	£
Aggregate compensation	130,020	124,343
	<u> </u>	<u> </u>

There were no other disclosable related party transactions during the year (2020 - none).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

26 Funds Funds - Group

	Movement in funds								
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 31 March 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Restricted funds	1,463,826	6,092,272	(5,782,425)	-	1,773,673	6,395,223	(6,397,945)	-	1,770,951
Designated funds	385,000	-	-	(42,000)	343,000	-	-	466,000	809,000
Unrestricted funds	4,165,799	776,301	(840,327)	42,000	4,143,773	926,443	(725,847)	(466,000)	3,878,369
	<u>6,014,625</u>	<u>6,868,573</u>	<u>(6,622,752)</u>	<u>-</u>	<u>6,260,446</u>	<u>7,321,666</u>	<u>(7,123,792)</u>	<u>-</u>	<u>6,458,320</u>

Funds - Charity

	Movement in funds								
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 31 March 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Restricted funds	1,463,826	5,740,570	(5,782,425)	-	1,421,971	6,384,866	(6,397,945)	-	1,408,892
Designated funds	385,000	-	-	(42,000)	343,000	-	-	466,000	809,000
Unrestricted funds	4,160,935	776,301	(840,327)	42,000	4,138,909	926,441	(725,845)	(466,000)	3,873,505
	<u>6,009,761</u>	<u>6,516,871</u>	<u>(6,622,752)</u>	<u>-</u>	<u>5,903,880</u>	<u>7,311,307</u>	<u>7,123,790</u>	<u>-</u>	<u>6,091,397</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

27 Analysis of net assets between funds - Group

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total Unrestricted funds 2021 £	Designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:							
Tangible assets	472,455	-	1,386,843	1,859,298	1,084,504	-	1,953,155
Investment properties	3,243,569	-	-	3,243,569	2,723,127	-	3,243,569
Investments	-	-	3,750	3,750	-	-	-
Programme related assets	-	-	362,059	362,059	-	-	351,702
Current assets/(liabilities)	162,345	809,000	18,299	989,644	336,142	343,000	712,020
	<u>3,878,369</u>	<u>809,000</u>	<u>1,770,951</u>	<u>6,458,320</u>	<u>4,143,773</u>	<u>1,773,673</u>	<u>6,260,446</u>

27 Analysis of net assets between funds - Charity

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Tangible assets	472,455	-	1,386,843	1,859,298	1,084,504	-	868,651	1,953,155
Investment properties	3,243,569	-	-	3,243,569	2,723,127	-	520,442	3,243,569
Investments	100	-	3,750	3,850	100	-	-	100
Current assets/(liabilities)	100,381	809,000	18,299	927,680	331,178	343,000	32,878	823,812
	<u>3,816,505</u>	<u>809,000</u>	<u>1,408,892</u>	<u>6,034,397</u>	<u>4,138,909</u>	<u>343,000</u>	<u>1,421,971</u>	<u>6,020,636</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021**29 Analysis of changes in net funds**

The Charity had no debt during the year.

30 Cash generated from operations - Group	2021	2020
	£	£
Surplus for the year	197,874	245,821
Adjustments for:		
Investment income recognised in profit or loss	(600,624)	(673,294)
Gain on disposal of tangible fixed assets	(664)	-
Share of joint venture	(10,357)	(351,702)
Depreciation and impairment of tangible fixed assets	44,640	45,603
Movements in working capital:		
Decrease/(increase) in debtors	76,607	(163,142)
Increase in creditors	893,994	390,404
Cash generated from/(absorbed by) operations	601,470	(506,310)
Cash generated from operations - Charity	2021	2020
	£	£
Surplus for the year	187,517	(105,881)
Adjustments for:		
Investment income recognised in profit or loss	(600,622)	(673,294)
Gain on disposal of tangible fixed assets	(664)	-
Depreciation and impairment of tangible fixed assets	44,640	45,603
Movements in working capital:		
Decrease/(increase) in debtors	76,703	(163,041)
Increase in creditors	893,994	390,418
Cash generated from/(absorbed by) operations	601,568	(506,195)