

**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

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<b>Trustees</b>	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

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# BRADFORD TRIDENT LIMITED

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# BRADFORD TRIDENT LIMITED

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

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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: 13.7tnCO<sub>2</sub>e (4%) (207tnCO<sub>2</sub>e 2022), Scope 2: 141tnCO<sub>2</sub>e (43%)(98.4tnCO<sub>2</sub>e 2022), and scope 3: 170tnCO<sub>2</sub>e (43%) (79.2tnCO<sub>2</sub>e 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**

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### **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%)
<b>Total</b>	<b>50.32</b>	<b>29,593</b>	<b>£8,704,285</b>

## 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
<b>Total</b>	<b>191</b>	<b>7,305</b>

#### 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***

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#### **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*

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### 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 30<sup>th</sup> 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 5<sup>th</sup> annual Baby Week Bradford took place between 14-20<sup>th</sup> 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**

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### **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**

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#### 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 30<sup>th</sup> 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 3<sup>rd</sup> 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**

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#### **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**

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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 BDS 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 BDS 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**

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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**

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### **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**

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### **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**

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### **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***

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#### **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**

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#### **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***

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#### **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**

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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**

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#### **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

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<b>External Funding bodies 2022/2023</b>	<b>£</b>
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 &amp; Districts CCG – BSB match</u>	<u>381,480</u>
<u>BSB Sub Total</u>	<u>6,983,742</u>
<b>Grand Total</b>	<b>7,371,357</b>

### 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**

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### **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**

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### 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**

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### **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.

**Clr Taj Salam - Chair**



Dated: 14 December 2023

# **BRADFORD TRIDENT LIMITED**

## **STATEMENT OF TRUSTEES RESPONSIBILITIES**

### **FOR THE YEAR ENDED 31 MARCH 2023**

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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

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#### 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

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### Opinions on other matters prescribed by the Companies Act 2006

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

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### **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						
<b>Income and endowments from:</b>							
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
<b>Total income</b>		<b>1,431,436</b>	<b>7,249,706</b>	<b>8,681,142</b>	<b>1,006,882</b>	<b>7,025,524</b>	<b>8,032,406</b>
<b>Expenditure on:</b>							
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
<b>Total resources expended</b>		<b>1,420,846</b>	<b>7,618,285</b>	<b>9,039,131</b>	<b>1,134,709</b>	<b>6,742,208</b>	<b>7,876,917</b>
Net gains/(losses) on investments	10	180	-	180	108,350	-	108,350
<b>Net incoming/(outgoing) resources before transfers</b>		<b>10,770</b>	<b>(368,579)</b>	<b>(357,809)</b>	<b>(19,477)</b>	<b>283,316</b>	<b>263,839</b>
Gross transfers between funds		225,995	(225,995)	-	-	-	-
<b>Net income/(expenditure) for the year/</b>							
<b>Net movement in funds</b>		<b>236,765</b>	<b>(594,574)</b>	<b>(357,809)</b>	<b>(19,477)</b>	<b>283,316</b>	<b>263,839</b>
Fund balances at 1 April 2022		4,667,892	2,054,266	6,722,158	4,687,369	1,770,951	6,458,320
<b>Fund balances at 31 March 2023</b>		<b>4,904,657</b>	<b>1,459,692</b>	<b>6,364,349</b>	<b>4,667,892</b>	<b>2,054,267</b>	<b>6,722,159</b>

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

		2023		2022	
	Notes	£	£	£	£
<b>Fixed assets</b>					
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>	
<b>Current assets</b>					
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>	
<b>Creditors: amounts falling due within one year</b>	21	(2,841,898)		(3,915,047)	
Net current assets		<u>1,206,240</u>		<u>1,174,436</u>	
<b>Total assets less current liabilities</b>		<u><u>6,364,349</u></u>		<u><u>6,722,159</u></u>	
<b>Income funds</b>					
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	£	£	£	£
<b>Fixed assets</b>					
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>	
<b>Current assets</b>					
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	
<b>Creditors: amounts falling due within one year</b>	21	<u>(2,840,433)</u>		<u>(3,913,783)</u>	
Net current assets		1,201,276		1,169,471	
<b>Total assets less current liabilities</b>		<u>6,133,490</u>		<u>6,354,513</u>	
<b>Income funds</b>					
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 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	30		(1,918,082)		(42,394)
<b>Investing activities</b>					
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	
<b>Net cash generated from investing activities</b>			1,135,559		669,791
<b>Financing activities</b>					
Repayment of bank loans		(400,000)		400,000	
<b>Net cash (used in)/generated from financing activities</b>			(400,000)		400,000
<b>Net (decrease)/increase in cash and cash equivalents</b>			(1,182,523)		1,027,397
Cash and cash equivalents at beginning of year			4,461,743		3,434,346
<b>Cash and cash equivalents at end of year</b>			3,279,220		4,461,743

# BRADFORD TRIDENT LIMITED

## CHARITY STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	2023 £	£	2022 £	£
<b>Cash flows from operating activities</b>					
Cash absorbed by operations	30		(1,917,980)		(71,464)
<b>Investing activities</b>					
Purchase of tangible fixed assets		-		(8,220)	
Proceeds on disposal of investment property		213,530		-	
Investment income received		921,827		678,006	
<b>Net cash generated from investing activities</b>			1,135,357		689,786
<b>Financing activities</b>					
Repayment of bank loans		(400,000)		400,000	
<b>Net cash (used in)/generated from financing activities</b>			(400,000)		400,000
<b>Net (decrease)/increase in cash and cash equivalents</b>			(1,182,623)		998,322
Cash and cash equivalents at beginning of year			4,428,871		3,430,549
<b>Cash and cash equivalents at end of year</b>			3,246,248		4,428,871

# BRADFORD TRIDENT LIMITED

## CHARITY STATEMENT OF CASH FLOWS (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2023**

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### **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

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### 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

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### 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>
<b>Grants receivable for core activities</b>						
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
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### 7 Raising funds

2023      2022

£      £

#### Fundraising and publicity

Agency cover	27,704	26,964
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Staff costs	206,231	201,487
-------------	---------	---------

Fundraising and publicity	233,935	228,451
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233,935	228,451
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### 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	7,648,468
-----------	-----------

#### **Analysis by fund**

Unrestricted funds	1,186,911	906,258
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Restricted funds	7,618,285	6,742,208
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8,805,196	7,648,468
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# 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
	£	£	£
<b>Cost</b>			
At 1 April 2022	1,886,962	145,635	2,032,597
At 31 March 2023	1,886,962	145,635	2,032,597
<b>Depreciation and impairment</b>			
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
<b>Carrying amount</b>			
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)
	<u>3,138,569</u>
At 31 March 2023	<u>3,138,569</u>

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)
	<u>225,995</u>
At 31 March 2023	<u>225,995</u>

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
	<u>3,750</u>	<u>3,750</u>



# 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 £
<b>Cost or valuation</b>	
At 1 April 2021 & 31 March 2022	3,750
<b>Carrying amount</b>	
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 31 March 2023 £	Balance at 31 March 2023 £
		Incoming resources £	Resources expended £		Incoming resources £	Resources expended £	Incoming resources £		
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)
	<p>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.</p>	
	<p>Parkside extension spend relates to grants received to improve the sports hall.</p>	
	<p>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.</p>	
	<p>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.</p>	
	<p>Bike Library is funding received from Welbome to Yorkshire to operate a bike library.</p>	
	<p>The Community Asset Project is funding received from Bradford District and City Clinical Commissioning Groups in relation to research into community health assets.</p>	
	<p>Community meals relates to funds received to provide meals for the local community.</p>	
	<p>Diabetes Prevention and Management relate to the provision of one to one support for the prevention and management of diabetes.</p>	
	<p>Healthy Lifestyles is funding received to raise awareness of lifestyle changes.</p>	
	<p>Active Travel (WYCA) is funding to promote cycling and walking to people looking for work.</p>	
	<p>Right Conversation is funding to raise awareness of the alternatives to the Accident and Emergency department.</p>	
	<p>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.</p>	
	<p>Community Play Partnership is funding from the National Lottery Community Fund via Play Bradford to support activities to enable children to play out more.</p>	
	<p>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).</p>	
	<p>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.</p>	

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

24 Restricted funds - Charity		Movement in funds		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 £		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)	76,636
	Play Bradford	-	5,244	-	-	(5,244)	-	10,908	(10,908)	-
	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
	Parkside	-	131,000	-	-	(131,000)	-	-	-	-
	Community Anchor 'Information Collection & Dissemination	-	250	-	-	(2,520)	-	-	-	-
	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
	Cleaner Streets	-	-	-	-	-	-	-	-	-
	Log In, Check In, Move Up	2,435	6,000	-	-	(6,435)	-	-	-	-
	Better Place	-	-	-	-	-	-	95,075	(95,075)	-
	Active Travel Hub	-	-	-	-	-	-	48,995	(240)	48,755
	Power to Change Mayfield Insulation	-	-	-	-	-	-	10,000	(5,381)	4,619
		1,408,892	7,024,802	(6,742,208)	1,591,486	7,386,493	1,459,692			

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

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### 25 Related party transactions

#### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

	2023	2022
	£	£
Aggregate compensation	<u>223,786</u>	<u>217,027</u>

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
		£	£	£	£	£	£	£	£	£	£
	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	
	Designated funds	809,000	-	-	(44,000)	765,000	-	-	35,000	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	
		<u>6,458,320</u>	<u>8,219,912</u>	<u>(7,982,073)</u>	<u>26,000</u>	<u>6,722,159</u>	<u>8,681,141</u>	<u>(9,038,951)</u>	<u>-</u>	<u>6,364,349</u>	
	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	
	Designated funds	809,000	-	-	(44,000)	765,000	-	-	35,000	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	
		<u>6,091,397</u>	<u>8,187,827</u>	<u>(7,950,711)</u>	<u>26,000</u>	<u>6,354,513</u>	<u>8,816,421</u>	<u>9,037,444</u>	<u>-</u>	<u>6,133,490</u>	



# 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>