

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

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

## BRADFORD TRIDENT LIMITED

### LEGAL AND ADMINISTRATIVE INFORMATION

---

<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)
<b>Secretary</b>	Carlton Smith		
<b>Executive Officers</b>	Carlton Smith (Chief Executive Officer)		
	Gillian Thornton (Programme Director Better Start Bradford)		
<b>Charity number</b>	1107561		
<b>Company number</b>	04084653		
<b>Auditor</b>	Azets Audit Services		
	Carlton House		
	Grammar School Street		
	Bradford		
	BD1 4NS		
<b>Bankers</b>	CAF Bank Ltd		
	25 Kings Hill Avenue		
	Kings Hill		
	West Mailling		
	Kent		
	ME19 4JQ		
<b>Solicitors</b>	Gordons LLP		
	Forward House		
	8 Duke Street		
	Bradford		
	BD1 3QX		

---

# BRADFORD TRIDENT LIMITED

## CONTENTS

---

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

---

## **BRADFORD TRIDENT LIMITED**

### **TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2024**

---

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

The accounts have been prepared in accordance with the accounting policies set out in note 2 to the accounts and comply with the Charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015)"

#### **Headline Summary**

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

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

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

#### **Climate Action**

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

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

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

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

## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2024***

---

#### **Objectives and activities**

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

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

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

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

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

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

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

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

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

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

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

\*from management accounts

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

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

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

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



## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2024***

---

#### **Strategic Report**

##### **Achievements and performance**

##### **Cost of Living Response**

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

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

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

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

##### **Better Start Bradford (BSB)**

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

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2024**

---

#### Learning Together

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

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

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

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

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

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

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

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

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

#### Evaluation Scores:

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

## **BRADFORD TRIDENT LIMITED**

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

#### **FOR THE YEAR ENDED 31 MARCH 2024**

---

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

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

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

##### **Family and Community Engagement**

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

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

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

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

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

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

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

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

## BRADFORD TRIDENT LIMITED

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

#### FOR THE YEAR ENDED 31 MARCH 2024

---

##### BSB Sustainability and Legacy

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

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

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

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

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

##### City of Culture 2025

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

##### Education Alliance for Life Chances (EALC)

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

##### Reset day for Healthy Children and Families Board

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

##### Talking Bradford

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

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

## **BRADFORD TRIDENT LIMITED**

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

#### **FOR THE YEAR ENDED 31 MARCH 2024**

---

##### **Community Buildings Management**

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

A threefold strategy continues to control our costs;

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

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

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

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

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

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

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

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

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

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

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

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

Groups and sessions at Parkside Sports Centre.

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

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

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2024**

---

#### Parkside Sports Centre Extension

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

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

#### Better Place

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

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



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

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

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

## **BRADFORD TRIDENT LIMITED**

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

#### ***FOR THE YEAR ENDED 31 MARCH 2024***

---

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

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

#### **Park Lane Pre-School Nursery**

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

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

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

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

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

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



## **BRADFORD TRIDENT LIMITED**

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

#### **FOR THE YEAR ENDED 31 MARCH 2024**

---

##### **Community Development Activities**

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

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

##### **Bike Library and Active Travel Hub**

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

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

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

## BRADFORD TRIDENT LIMITED

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

#### FOR THE YEAR ENDED 31 MARCH 2024

---

##### Digital Inclusion

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

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

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

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

The Healthy Lifestyles Project delivers:

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

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

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

## BRADFORD TRIDENT LIMITED

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

#### FOR THE YEAR ENDED 31 MARCH 2024

---

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

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

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

#### Community Play Partnership development

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

#### Enterprise Support

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

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

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

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

#### Enterprise coaching in numbers:

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

## **BRADFORD TRIDENT LIMITED**

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

#### **FOR THE YEAR ENDED 31 MARCH 2024**

---

##### **Resilient Bradford –Trauma Informed Practice workforce training**

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

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

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

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

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

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

##### **Community (Urban Parish) Council**

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

##### **Bradford Trident Property Investment Portfolio**

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

##### **Related Parties:**

###### **Bradford Trident Trading company - wholly owned subsidiary**

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

###### **Trident Parkside Trading Limited - wholly owned subsidiary**

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

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2024**

---

#### **Arise Yorkshire Limited – 4-way joint venture**

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

#### **Bradford Community Energy – part share holder**

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

#### **Financial review**

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

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

Plus designated fund of:

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

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

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

#### **External funds**

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

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

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


---

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

---

**Risk**

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

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

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

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

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

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

## BRADFORD TRIDENT LIMITED

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

#### FOR THE YEAR ENDED 31 MARCH 2024

---

##### Plans for Future Periods,

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

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

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

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

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

The coming year will see:

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

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

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

## BRADFORD TRIDENT LIMITED

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

#### FOR THE YEAR ENDED 31 MARCH 2024

---

##### Structure, governance and management

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

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

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

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

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

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

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

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



## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2024***

---

#### **Auditor**

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

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

#### **Disclosure of information to auditor**

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

The Trustees report, including the strategic report, was approved by the Board of Trustees.

**Cllr Taj Salam - Chair**

Dated: 11 December 2024

## **BRADFORD TRIDENT LIMITED**

### **STATEMENT OF TRUSTEES RESPONSIBILITIES**

#### ***FOR THE YEAR ENDED 31 MARCH 2024***

---

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

Company Law requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the Trustees are required to:

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

The Trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the Charity and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

## BRADFORD TRIDENT LIMITED

### INDEPENDENT AUDITOR'S REPORT

#### TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

---

##### Opinion

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

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

##### Basis for opinion

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

##### Conclusions relating to going concern

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

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

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

##### Other information

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

We have nothing to report in this regard.

## **BRADFORD TRIDENT LIMITED**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF BRADFORD TRIDENT LIMITED**

---

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

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

- the information given in the Trustees report for the financial year for which the financial statements are prepared, which includes the directors' report and the strategic report prepared for the purposes of company law, is consistent with the financial statements; and
- the strategic report and the directors' report included within the Trustees report have been prepared in accordance with applicable legal requirements.

##### **Matters on which we are required to report by exception**

In the light of the knowledge and understanding of the group and the parent charity and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report included within the Trustees report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept by the parent charity, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charity financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

##### **Responsibilities of Trustees**

As explained more fully in the statement of Trustees responsibilities, the Trustees, who are also the directors of the Charity for the purpose of company law, are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the Trustees are responsible for assessing the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

##### **Auditor's responsibilities for the audit of the financial statements**

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

## **BRADFORD TRIDENT LIMITED**

### **INDEPENDENT AUDITOR'S REPORT (CONTINUED)**

#### **TO THE MEMBERS OF BRADFORD TRIDENT LIMITED**

---

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

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

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

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

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

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

##### **Use of our report**

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

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

11 December 2024

**Chartered Accountants**  
**Statutory Auditor**

Carlton House  
Grammar School Street  
Bradford  
BD1 4NS

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

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

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

The accounts were approved by the Trustees on 11 December 2024

Cllr Taj Salam - Chair  
Trustee

Company Registration No. 04084653

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

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

The accounts were approved by the Trustees on 11 December 2024

Cllr Taj Salam - Chair  
Trustee

Company Registration No. 04084653



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

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

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

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

## BRADFORD TRIDENT LIMITED

### CHARITY STATEMENT OF CASH FLOWS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2024

---

#### 1 Critical accounting estimates and judgements

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

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

#### 2 Accounting policies

##### Company information

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

##### 2.1 Accounting convention

The accounts have been prepared in accordance with the Charity's memorandum and articles of association, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102)" (as amended for accounting periods commencing from 1 January 2019). The Charity is a Public Benefit Entity as defined by FRS 102.

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

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

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

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

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

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

##### 2.2 Going concern

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

##### 2.3 Charitable funds

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

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

## BRADFORD TRIDENT LIMITED

### NOTES TO THE FINANCIAL STATEMENTS

#### FOR THE YEAR ENDED 31 MARCH 2024

---

## 2 Accounting policies

(Continued)

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

### 2.4 Incoming resources

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

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

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

### 2.5 Resources expended

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

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

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

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

### 2.6 Tangible fixed assets

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

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

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

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

## BRADFORD TRIDENT LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2024

---

## 2 Accounting policies

(Continued)

### 2.7 Investment properties

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

### 2.8 Fixed asset investments

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

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

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

### 2.9 Impairment of fixed assets

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

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

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

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

### 2.10 Cash and cash equivalents

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

## BRADFORD TRIDENT LIMITED

### NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

#### FOR THE YEAR ENDED 31 MARCH 2024

---

## 2 Accounting policies

(Continued)

### 2.11 Financial instruments

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

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

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

#### **Basic financial assets**

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

#### **Basic financial liabilities**

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

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

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

#### **Derecognition of financial liabilities**

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

### 2.12 Employee benefits

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

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

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

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

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

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

**5 Investments**

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



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

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

**7 Raising funds**

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

**8 Charitable activities**

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

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

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

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

**10 Net gains/(losses) on investments**

	2024	2023
	£	£
Revaluation of investment properties	-	180

**11 Taxation**

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

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

The average monthly number of employees during the year was:

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

**Employment costs**

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

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

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

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

**13 Trustees**

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

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

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

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

At 1 April 2023 and 31 March 2024

3,138,568

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

**16 Programme related investments****£**

At 1 April 2023

225,995

Additions

(12,820)

**At 31 March 2024**

213,175

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

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

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

Unlisted investments

3,751

3,750

3,751

3,750

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

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

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

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

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

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

**20 Debtors**

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

**21 Creditors: amounts falling due within one year**

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

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

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

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

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

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

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

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



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

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

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

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

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 Welcome 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 2024**

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

## BRADFORD TRIDENT LIMITED

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

---

#### 25 Related party transactions

##### Remuneration of key management personnel

The remuneration of key management personnel is as follows.

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

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

## 26 Funds

## Funds - Charity

- 50 -

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

Fund balances at 31 March 2024 are represented by:

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

**28 Analysis of net assets between funds - Charity**

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

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

The Charity had no debt during the year.

**30 Cash generated from operations - Group**

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