

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

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

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

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

Secretary Carlton Smith

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

Charity number 1107561

Company number 04084653

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

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

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

BRADFORD TRIDENT LIMITED

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# BRADFORD TRIDENT LIMITED

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

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

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

### Headline Summary

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

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

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

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

### Climate Action

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

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

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

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

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

# **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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### **Objectives and activities**

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

### FOR THE YEAR ENDED 31 MARCH 2025

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

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

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

# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

\*from management accounts

# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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



# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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### Strategic Report

#### **Achievements and performance**

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

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

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

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

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

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

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

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

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

##### **Sustainability and Governance**

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

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

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

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# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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

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

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

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

### Legacy Groups

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

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

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

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

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

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

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

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

## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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

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

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

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

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

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

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

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

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

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

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

#### **Local, Regional and National Policy Work**

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

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

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

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

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

# **BRADFORD TRIDENT LIMITED**

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

### **FOR THE YEAR ENDED 31 MARCH 2025**

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#### **Community Buildings Management**

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

A threefold strategy continues to control our costs:

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

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

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

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

### FOR THE YEAR ENDED 31 MARCH 2025

#### Parkside Sports Centre

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

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

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

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

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

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

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

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

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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

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

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



# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

### Better Place

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

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

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



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

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

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

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

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

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

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

- Strengthened community bonds



## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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

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

YouTube: Come Outside: A Better Place Film [https://www.youtube.com/watch?v=R\\_gD7pCjzCw](https://www.youtube.com/watch?v=R_gD7pCjzCw)

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

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

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

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

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

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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### Community Development Activities

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

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

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

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

### Bike Library and Active Travel Hub

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

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

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

## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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#### **Digital Inclusion**

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

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

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

##### **Aim of the project:**

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

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

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

Develop links and working relationships with other agencies.

##### **Activities:**

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

##### **Outcomes:**

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

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

Less reliance on statutory services.

Improvement in mental health and stress management.

Improvement in diet, shopping for health.

Education around processed foods.

Increased levels of exercise.

Training and support for volunteers.

## BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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#### Challenges and how solved:



Lack of support from the social prescribers for our area.

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

Funding for the various sessions to continue.

Funding bids in place for new projects.

Covering all requests for the community to develop new sessions.

Actively encourage individuals with support to develop their ideas.

Recruitment of volunteers.

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

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

Producing creative artwork with the ladies group.

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

## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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#### **Community Play Partnership Development**

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

#### **Enterprise Support**

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

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

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

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2025

Resilient Bradford – Adversity, Trauma and Resilience Workforce Training

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

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

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

Training Delivery and Participation

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

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

### FOR THE YEAR ENDED 31 MARCH 2025

#### Community (Urban Parish) Council

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

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

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

#### Bradford Trident Property Investment Portfolio

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

#### Related Parties:

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

### FOR THE YEAR ENDED 31 MARCH 2025

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#### Plans for Future Periods,

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

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

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

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

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

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

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

The coming year will see:

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

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

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



# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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### Financial review

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

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

Plus designated fund of:

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

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

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

### External funds

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

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

# BRADFORD TRIDENT LIMITED

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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

### Risk

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

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

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

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

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

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

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

**BRADFORD TRIDENT LIMITED**

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

**FOR THE YEAR ENDED 31 MARCH 2025**

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**Structure, governance and management**

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

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

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

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

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

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

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

## **BRADFORD TRIDENT LIMITED**

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

***FOR THE YEAR ENDED 31 MARCH 2025***

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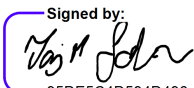
#### **Auditor**

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

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

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

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

Signed by:  
  
95DE5C4D594D496...  
**Cllr Taj Salam - Chair**

Dated: 16 December 2025

# **BRADFORD TRIDENT LIMITED**

## **STATEMENT OF TRUSTEES RESPONSIBILITIES**

### ***FOR THE YEAR ENDED 31 MARCH 2025***

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

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

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

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

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

# BRADFORD TRIDENT LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

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#### Opinion

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

In our opinion, the financial statements:

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

#### Basis for opinion

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

#### Conclusions relating to going concern

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

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

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

#### Other information

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

We have nothing to report in this regard.

# **BRADFORD TRIDENT LIMITED**

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

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

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

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

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

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

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

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

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

#### **Responsibilities of Trustees**

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

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

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

# BRADFORD TRIDENT LIMITED

## INDEPENDENT AUDITOR'S REPORT (CONTINUED)

### TO THE MEMBERS OF BRADFORD TRIDENT LIMITED

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

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

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

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

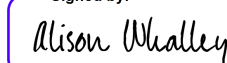
- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to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

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

#### Use of our report

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

Signed by:



BC2221165F424D2...

**Alison Whalley (Senior Statutory Auditor)**

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

Carlton House  
Grammar School Street  
Bradford  
BD1 4NS

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



# BRADFORD TRIDENT LIMITED

## CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

**FOR THE YEAR ENDED 31 MARCH 2025**

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

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

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

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

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

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

The accounts were approved by the Trustees on 16 December 2025

Signed by:



95DE5C4D594D496...  
Cllr Taj Salam - Chair  
Trustee

Company Registration No. 04084653

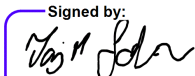
BRADFORD TRIDENT LIMITED

CHARITY BALANCE SHEET  
AS AT 31 MARCH 2025

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

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

The accounts were approved by the Trustees on 16 December 2025

Signed by:  
  
95DE5C4D594D496  
Cllr Taj Salam - Chair  
Trustee

Company Registration No. 04084653

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

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

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


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

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# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

##### Company information

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

#### 1.1 Accounting convention

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

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

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

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

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

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

#### 1.2 Going concern

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

#### 1.3 Charitable funds

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

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

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

#### 1.4 Incoming resources

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

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 1 Accounting policies

(Continued)

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

#### 1.5 Resources expended

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

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

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

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

#### 1.6 Tangible fixed assets

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

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

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

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

#### 1.7 Investment properties

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 1 Accounting policies

(Continued)

##### 1.8 Fixed asset investments

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

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

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

##### 1.9 Impairment of fixed assets

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

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

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

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

##### 1.10 Cash and cash equivalents

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

##### 1.11 Financial instruments

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

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

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



# BRADFORD TRIDENT LIMITED

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

### 1 Accounting policies

(Continued)

#### **Basic financial assets**

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

#### **Basic financial liabilities**

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

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

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

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

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

#### **1.12 Employee benefits**

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

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

#### **1.13 Retirement benefits**

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

### 2 Critical accounting estimates and judgements

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

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

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

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

# BRADFORD TRIDENT LIMITED

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

### 4 Charitable activities

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

### 5 Investments

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

### 6 Other income

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

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

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

**8 Charitable activities**

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 9 Support costs

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

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

#### 10 Taxation

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

#### 11 Net gains/(losses) on investments

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

# BRADFORD TRIDENT LIMITED

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

### 12 Employees

#### Number of employees

The average monthly number of employees during the year was:

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

#### Employment costs

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

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

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

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

### 13 Retirement benefit schemes

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

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

### 14 Trustees

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

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

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

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

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

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

**17 Fixed asset investments - Group**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Unlisted investments	3,750	3,750
	<hr/>	<hr/>
	3,750	3,750
	<hr/> <hr/>	<hr/> <hr/>

**Movements in fixed asset investments**

	<b>Shares</b>
	<b>£</b>
<b>Cost or valuation</b>	
At 1 April 2023 & 31 March 2024	3,751
	<hr/>
<b>Carrying amount</b>	
At 31 March 2025	3,751
	<hr/> <hr/>
At 31 March 2024	3,751
	<hr/> <hr/>

**18 Fixed asset investments - Charity**

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Investments in subsidiaries	100	100
Unlisted investments	3,750	3,750
	<hr/>	<hr/>
	3,850	3,850
	<hr/> <hr/>	<hr/> <hr/>



BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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19 Programme related investments

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

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

# BRADFORD TRIDENT LIMITED

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

### 20 Subsidiaries

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

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

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

### 21 Debtors

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

### 22 Creditors: amounts falling due within one year

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 23 Designated funds - Group and Charity

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

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

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

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

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

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 24 Restricted funds - Group

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

	Balance at 1 April 2023 £	Movement in funds			Transfers £	Balance at 1 April 2024 £	Movement in funds			Transfers £	Balance at 31 March 2025 £
		Incoming resources £	Resources expended £				Incoming resources £	Resources expended £			
Woodroyd	520,442	-	-	(520,442)	-	-	-	-	-	-	-
Park Lane	758,401	-	-	(758,401)	-	-	-	-	-	-	-
Better Start	76,642	8,007,564	(7,121,339)	-	-	962,863	5,736,057	(6,256,499)	-	-	442,417
Holiday Play Provision	-	9,348	(9,348)	-	-	-	9,000	(9,000)	-	-	-
Parkside Extension	46,087	386,538	8,965	(441,590)	-	-	-	-	-	-	-
Play Bradford	-	5,664	(5,664)	-	-	-	11,667	(11,667)	-	-	-
BCE Investment in Shares	3,750	-	-	-	-	3,750	-	-	-	-	3,750
Better Place	-	152,963	(152,963)	-	-	-	-	-	-	-	-
Active Travel Hub	49,755	4,354	(54,109)	-	-	-	3,185	(3,185)	-	-	-
Power to Change - Insulation Mayfield	4,619	-	(4,619)	-	-	-	-	-	-	-	-
Family Crisis	-	61,839	(61,839)	-	-	-	34,070	(34,070)	-	-	-
Cash for Kids - Cost of Living	-	2,500	(2,500)	-	-	-	1,231	(1,231)	-	-	-
Reboot Grant - Health	-	13,357	(13,357)	-	-	-	-	-	-	-	-
LSCG - Community Grant Lunches	-	9,551	(9,551)	-	-	-	10,206	(10,206)	-	-	-
SIB Mayfield	-	-	-	-	-	-	17,168	-	-	-	17,168
Community Chest	-	-	-	-	-	-	250	(250)	-	-	-
	1,459,696	8,653,678	(7,426,324)	(1,720,433)		966,613	5,822,834	(6,326,108)		-	463,335

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2025

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

# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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

**BRADFORD TRIDENT LIMITED**

**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**

***FOR THE YEAR ENDED 31 MARCH 2025***

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**26    Related party transactions**

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

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

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

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# BRADFORD TRIDENT LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 28 Analysis of net assets between funds - Group

Fund balances at 31 March 2025 are represented by:

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

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

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

# BRADFORD TRIDENT LIMITED

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

### 30 Analysis of changes in net funds

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

### 31 Cash generated from operations - Group

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