

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2021

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

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

Trustees	Cllr Taj Salam	Ward Councillor	Chair
	Cllr Shahzada Meer	Community Councillor	Vice Chair
	Mrs Sarah Hinton	Faith Director	
	Mohammed Saeed Afsar	Youth Director	
	Ms Fareeda Mir	Community Director	
	Cllr Sadaqat Ali Khan	Community Councillor	
	Cllr Hawarun Hussain	Health Director	
	Mr Yaqoob Ayoob	Community Director	
	Ms Ramenpreet Haire	Business Director	
	Cllr Shah Mohammed Khokar	Community Councillor	
	Cllr Niaz Hussain Ali	Community Councillor	
	Cllr Javed Khan	Community Councillor	
	Cllr Satnam Singh	Community Councillor	
	Mr Ishaq Shafiq	Community Director	

Secretary Carlton Smith

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

Charity number 1107561

Company number 04084653

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BRADFORD TRIDENT LIMITED

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BRADFORD TRIDENT LIMITED

TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT) FOR THE YEAR ENDED 31 MARCH 2021

The Trustees present their report and financial statements for the year ended 31 March 2021.

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

Headline Summary

Our 9 activity areas have benefited from support of 220 volunteers who have gifted 3,352 hours of their time. The Better Start Bradford programme has reached more than 12,000 children and over 2,500 pregnant women since 2015. Enterprise support assisted 28 clients last year safeguarding 32 jobs, the Nursery stimulated and kick-started the education of 32 children, The Bike Library co-repaired 231 bicycles and made 659 bicycle loans; Healthy Lifestyles support 81 clients throughout the Covid Crisis and via associated activities. The sports centre normally home to eight different regular sports teams was re-purposed as a Community Food Hub and helped distribute over 3,000 meal equivalents. Our services and activities are accessed by local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports centre and Bike Library) to the old and very old (Healthy Lifestyles). The diversity of our neighbourhood is reflected in the diversity of our users.

Objectives and activities

Bradford Trident is adopting the Charity Governance Code and is working to ensure the seven principals are implemented across the charity.

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

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

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

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

FOR THE YEAR ENDED 31 MARCH 2021

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

Aims	Activities
Develop skills and enterprise	Management of community owed buildings Enterprise Support & Development service Better Start Bradford programmes Park Lane Pre-school Nursery Community Development service Digital Inclusion support
Improve health and wellbeing	Health and Wellbeing programmes Management of Parkside Sports Centre Better Start Bradford programmes Park Lane Preschool Nursery
Enhance our environment	Better Start Bradford – Better Place programme Community Development service Supporting Bradford Trident Community Council
Celebrate our community	Community Development service Supporting Bradford Trident Community Council Better Start Bradford programmes

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

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

FOR THE YEAR ENDED 31 MARCH 2021

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

Activity	Staff (FTE)	Service Users	Annual Cost (£,000)
Community Hubs	6.32	260	453 (6.3%)
Core functions (inc' Overheads)	3.00	-	215 (3.0%)
Community Development	0.28	968	37 (0.5%)
Community Council	0.00	-	20 (0.3%)
Healthy Lifestyles	1.46	159	111(0.7%)
Parkside Sports Centre **	1.76	500	79 (1.5%)
Bike Library	0.20	926	1 (0.01%)
Park Lane Preschool	3.49	32	80 (1.1%)
Digital Inclusion support & Covid response	0.20	85	72 (1.0%)
Better Start Bradford	24.72	2,181	6,111 (84.5%)
Enterprise Support & Development **	0.65	28	27 (0.4%)
Booster Community Share Issue		34	30 (0.4%)
Total	42.07	5,163	£7,236

* Full time equivalent Employees of tenant organisations.

** project staff furloughed or part furloughed.

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FOR THE YEAR ENDED 31 MARCH 2021

Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Chichester House, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 54 staff (42.07 Full Time Equivalents), 43 (31.87 FTE) are engaged in project/service delivery and 11 (10.2 FTE) are busy with core functions and facilities. In other words 24% of charity energies are involved in running the charity and its assets, 76% is spent on delivering community services.

Bradford Trident has sought no social investment in the period.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 220 volunteers and their 3,352 hours of volunteered time. Using the UK Living wage (£9.00) as the going rate this equates to £30,168.

Programme (Activity)	Number of Volunteers	Volunteer hours
Better Start Bradford (activity support)	93	1,376
Community Development (community activism)	28	204
Bike Library (bike renovation and maintenance)	10	664
Digital Inclusion support	61	256
Preschool Nursery	1	90
Enterprise	0	0
Community Buildings	0	0
Parkside Sports Centre	10	600
Healthy Lifestyles (activity support)	4	10
Trustees (strategic direction)	13	152
Total	220	3,352

- Full time equivalent Employees of tenant organisations.

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

FOR THE YEAR ENDED 31 MARCH 2021

Strategic Report

Achievements and performance

Covid-19 Response

Immediately starting the period covered by this report, England was placed into national lock-down and community services have been hampered as a result. The Trident Board quickly responded to the pandemic with:

- Maintenance of essential services to the community including food and resource provision to the most-needy during periods of lock down'
- investment into additional IT equipment to enable remote working of most staff,
- thorough risk assessments and mitigation plans for all services, activities, and buildings.

Following the enactment of mitigation measures in all buildings, they have continued to trade as "Covid-19 Safe" venues. The mode of operation of services has adapted to enable virtual meetings and support when required and effective use of PPE and "Client bubbles" where necessary.

All operations continued apart from Enterprise, where the service has reduced hours of operation following a period of suspension and the Sports Centre which has closed for periods as instructed by the Government.

Staff and services have continued to adapt to the new operating environment and to provide services and support to the Little Horton community.

Trident would like to thank Morrisons for the speed of their funds which were made available to support families with food vouchers early following lockdown. Trident would also like to thank The Trident Community Council and Bradford Council for making funds available to repurpose the Parkside Sports Centre as a food Hub throughout the Covid Crisis.

Please see page 17 for other local company and organisation donations received.

Better Start Bradford (BSB)

BSB's aim is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. 6 years into a 10 year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development.

The initial Covid-19 lockdown commenced in March 2020 and Better Start projects quickly adapted to maintaining contact with families via phone and digitally and gradually the majority of services were adapted to be delivered digitally or once restrictions were relaxed, outdoors.

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

FOR THE YEAR ENDED 31 MARCH 2021

In addition the Better Start programme provided the following as a direct response to the issues faced by families as a result of the pandemic:

- Developed a virtual antenatal course as statutory parent education was suspended. This was provided district wide between April 2020 and Jan 2021, 341 women attended, 15% of whom lived within the Better Start area but 51% lived in the most deprived wards in Bradford.
- Developed and distributed activity packs to households with children under 4 in the Better Start area, this was followed by Winter Wellbeing packs which were developed following feedback from a Community Board Member of the impact of lockdown on her mental health.
- Supported Public Health with the design and distribution of a set of guides for parents with young children on key issues during lockdown.
- BSB families in the BiBBS cohort were surveyed by the Innovation Hub on the impact of lockdown and this data was fed into the District response via the Covid Scientific Advisory Group.
- Support was provided to Bradford Baby Bank who had unprecedented demand during the initial lockdown.

Learning Together

Our programme of Learning Together events was significantly disrupted by Covid-19, however by adapting to new delivery models and ways of engaging with subject matters the following were developed and delivered:

- Seeing the World Through Babies Eyes webinar with keynote speech delivered by Dr Suzanne Zeedyk during Infant Mental Health Awareness Week
- ACEs, Resilience and Trauma workshop delivered with Public Health to launch the District ACEs, Resilience and Trauma Strategy.
- A series of podcasts were developed to explore key issues facing families with young children and those working with them:
 - o Episode 1 – What Is Attachment and Why Does It Matter?
 - o Episode 2 – Birth During a Pandemic
 - o Episode 3 – Is Dad Okay?
 - o Episode 4 – Starting the Early Childhood Adversity Conversation

Communications

The Better Start Bradford Communications and Marketing Team won the Nursery World Online and Social Media Award. The judges described Better Start Bradford's online presence as "immersive, supportive and very parent focussed. Getting messages and information out to the local community and workforce are key to the programme's work. The judges are impressed with how the online platforms were used to raise awareness, educate, promote projects and activities and interact with key partners."

The Error in formula ->#StillHeretoHelp<- Campaign led by NHS Bradford District and Craven CCG reminding people that local services (especially health and social care) are still open was supported throughout the pandemic on all our media channels.

Better Start media platforms were used extensively throughout the year to provide details of information and support available to families and professionals and highlight the positive work and achievements across the programme.

A large number of case studies were developed and published to describe how services were reaching individuals differently but still having a positive impact and shared stories of parents, volunteers and project staff to illustrate the continuing work.

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

FOR THE YEAR ENDED 31 MARCH 2021

Baby Week Bradford

The theme for this year's event was "Why Wellbeing Matters" because the foundations for lifelong mental and physical health are laid during infancy. The importance of supporting caregivers to understand baby brain development and how it influences babies' social and emotional resilience is key to enabling them to ensure their babies are given the best start in life.

The programme had to be delivered virtually due to the pandemic but we were still able to offer 25 events across the week which saw 401 attendances from across Bradford and beyond. Highlights included a virtual Baby Rave supporting families to get moving together in their homes, a webinar exploring inequalities in maternal health care with keynote addresses from Agnes Agyepong (Best Beginnings), Ghazala Mir (University of Leeds) and Clotilde Rebecca Abe (FiveXMore), and Saima Mir in conversation with Laura Dockrill on her journey through postpartum psychosis.

Family and Community Engagement

The work of the Family and Community Engagement Workers and commissioned Neighbourhood Workers was severely impacted by the lockdowns and cancellation of events. They continued to liaise with community organisations supporting local families and were able to ensure the voices of families with the youngest children were gathered and shared with those responsible for the Covid-19 response.

Community Engagement and Covid-19 Impact Response and Recovery Webinar took place in July with circa 80 attendees. As a result of this a BSB Community Engagement Network has been established which aims to provide mutual support to our community partners and to share district wide engagement approaches. Over 40 organisations have registered and 30 attended the initial meeting.

10 Community Stakeholders have collaborated to co-design the Community Engagement revised logic model. This group reviewed the community engagement practice of the previous 5 years, identified blended approaches which will inform future practice and led to the development of a Community Reference Group to drive the work forward, increase community ownership and contribute to improving outcomes for families.

Better Place

A large proportion of the Better Place sites have been completed with the remaining projects due for completion in early 2022. Significant work has been undertaken in some of the areas larger parks such as Horton Park and Bowling Park with smaller installations, and environmental improvement work at various sites.

Countryfile featured the Better Place Festival of Trees and joined the team distributing trees to local residents on the Canterbury Estate. In addition an Urban Ranger has been appointed to oversee the completed Better Place projects and connect local communities to the environmental improvements to consolidate local ownership.

Sustainability and Legacy

A focus of the year has been about building the plans for sustainability and legacy of the Better Start Bradford programme to ensure the greatest impact possible is achieved. An internal function review was completed to ensure the programme team was fit for purpose for the next phase of the programme.

Little Minds Matter, Personalised Midwifery and Doula projects have all successfully secured Reducing Inequalities in Communities funding to expand their reach, having been identified as replicable in the City CCG area.

BSB Forward Strategy

Work will continue on the development of the sustainability and legacy plans focused in 4 workstreams; social capital, scaling up and replication of Better Start Bradford interventions, systems change and workforce.

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

FOR THE YEAR ENDED 31 MARCH 2021

Community Buildings Management

The three Neighbourhood Centres carried good occupancy rates (79% combined) and sustained excellent retained tenant business throughout the Covid-19 pandemic. During this turbulent year we supported our tenants with information on how to stay safe, limit Covid19 spread and the range of financial help available from local and central government to help businesses and organisations cope with the effects of Covid-19. Tenants used grant funding to continue operating and the Furlough scheme to help with wages/retain staff. We also encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services. The majority of Funders fully backing their recipients and also increasing their support to help them in this time of need.

A two fold strategy continues to control our costs;

- Assessment, Repair and Preventive measures have extended the service life of our buildings and their components.
- Maintaining competition between local contractors, service providers and suppliers; seeking periodic quotes helps to obtain the most competitive price based on agreed standards and specification.

Trident is now eager to replace its heat and hot water reliance on fossil fuels (gas boilers) with renewable technology; we are looking to install Heat Pumps that will provide heat and hot water and we'll start this strategy at our Park Lane Centre. Once installed, commissioned and successfully delivering the needs of the building and its users – we'll roll out to our other sites to champion the reduction in our Carbon footprint.

This new strategy will compliment our Solar Photo Voltaic Arrays at: Park Lane (28.20 kWp), Mayfield (30.00 kWp) and Woodroyd (26.40 kWp) which generate an estimated combined annual yield of 68,000 kWhs. Moving to solar has already given us protection from energy price increases and started lowering our carbon footprint at each of the sites.

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FOR THE YEAR ENDED 31 MARCH 2021

The Mayfield Centre is well established and has now been open for over 14 years. It has good occupancy rates (84% average for the year) and is mainly home to community organisation tenants. Covid-19 and the consequent lockdown and restrictions prevented the use of the centre the year, however, we aim to get the local community both young and old to use the centre again for a wide range of activities as the restrictions ease.

The Park Lane Centre is working well also with high occupancy rates (79% average for the year). Being the base for the Community Enterprise Coach it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. Again Covid-19 and the consequent lockdown restrictions prevented the use of the centre throughout the year, however, we aim to get the local community both young and old to use the centre again for a wide range of activities as the restrictions ease.

The Woodroyd Centre as a key medical site was open during the lockdown delivering its services to the local community with NHS staff delivering GP telephone consultations, Community health outreach and the Covid-19 vaccine rollout on-site. Negotiations have started with the NHS to take up more space at the Woodroyd centre to deliver extra services to the local community. Trident continues to deliver the Facilities Management in house for the Woodroyd Centre to enable the centre to deliver its valuable services to the local community. Occupancy rate averaged 76% for the year.

We've used the lockdown and restrictions to carry out improvements to welcome back people at the centres; these included; Woodroyd Café facelift to re-launch a fresh and vibrant focal point.

We've installed large interactive screens in the Park Lane hall, boardroom and Mayfield hall to create High-tech hire space. We're looking to create community IT hubs at Park Lane, Mayfield, Parkside with an accessible computer at each site for those in the community that don't have access to the internet. Buildings safety and Covid-19 mitigation measures were paramount throughout the period for tenants, users and visitors; Risk Assessments were completed and mitigation measures put in place including : Information posters & banners, Hand sanitisers, Reception screens, Give way signage at entrances, Face mask notices, Social distancing notices, New Cleaning regimes and Procedures.

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

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

FOR THE YEAR ENDED 31 MARCH 2021

Parkside Sports Centre

Over the last year Parkside Sports Centre has been hugely affected by Covid restrictions. Which resulted in the sports hall being closed to all indoor sports for over a year. During this time community sessions were also affected. Bradford Academy continued to run on a smaller scale, for the most vulnerable children.

However, Parkside was repurposed as a **community food support hub**, this transition was swift enabling the centre to establish as one of the first Community Food Hubs in Bradford . The prompt decision enabled by financial backing from Bradford Council and Trident Community Council, at such a vital time for the local community. 10 local volunteers assisted with making up food parcels and distribute them to vulnerable families, elderly, shielding people in bd5 and surrounding areas. Over 300 Food Parcels equating to over 2,000 meals were distributed, as well as over 1,000 cooked meals.

The following local organisations and companies made donations which were gratefully received and distributed to the community:

- **Literacy trust** (Bradford Stories) –over 200 children’s books for children
- **Book start** – 150 early years children’s books
- **Horton Community farm (Grow together)** –over 200 seed packs, pots and soil
- **Knights Bridge Accountants** –50 bales of uncooked rice and 100 Footballs
- **AR Travel & Tours Ltd** – staff Volunteered to distribute food parcels and cooked food, also Donated 25 Cricket sets.
- **Better Start Bradford** – 70 Early years activity packs
- **The Youth Association** –3 sets (60) Resource packs for local young people
- **Artworks** –100 activity packs for young children
- **Hindu Council** –food donations for the food support and activity packs for children.
- **Al-Khair Foundation** –over 300 cooked meals
- **Save the mothers Trust** –over 600 cooked food parcels over Ramadhan
- **Magic Wishing well** –140 cooked food parcels and helped to distributed them too.
- **Human Appeal** –200 cooked meals to distribute to vulnerable elderly.

Throughout August the centre hosted the **Healthy Holidays Project**, to local children. Provision included: Arts, Craft activities, age-appropriate education work sheets and food ingredients, for families to cook together and enjoy homemade meals together.

In October 2020 as some Covid restrictions eased the Sports hall was re-opened for Badminton sessions, a few days during the week, with limited number restrictions in place. However just after Christmas that was again stopped due to the second lockdown.

A new management system is also in place and tasked to deliver the transition to a sustainable building.

The Parkside Sports Centre has received planning approval to create a new full width front extension including a new reception area, café, gym, multi-purpose fitness room, enhanced changing rooms, accessible lift, accessible toilet facilities and state of the art cricket lanes and coaching to encourage young and old, especially girls and women to take up cricket and other physical activities. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) supporting and committing financially to create the new sports extension together with many other funders.

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

FOR THE YEAR ENDED 31 MARCH 2021

Park Lane Pre-School Nursery

Park Lane Nursery continues to offer excellent child care support for up to 36 children aged 2-5 year olds, supporting local parents. It works closely with Better Start Bradford, local Children's Centres and Primary Schools to contribute to the best possible start in life for the children and support a smooth transition into school.

Due to the pandemic the Nursery has struggled but continued to engage with the wider community and visit places of interests. The service has been taking children on regular walks to a variety of local parks and looking at nature in the environment. Children and parents were involved in the very first Easter egg hunt at the local park, parents enjoyed this very much and feedback received from them was fantastic.

The nursery also has been involved in the BD5 magazine, sharing stories, achievements and projects. They have also been working with the community dental service and staff have received online training and support in maintaining oral health with the children in nursery. Children have been supplied with toothbrushes, toothpaste and a tooth train designed to hold toothbrushes. The nursery has been supporting University of Leeds (Faculty of medicine and health) with questionnaires and providing data and information regarding oral health and hygiene amongst the children.

During the year the nursery has purchased further resources for a child with additional needs in speech and language. In the New Year a referral was made to a children's centre to meet the needs of this child.

The nursery also offered placements for childcare students who were working towards professional childcare qualifications and volunteers. In the latest OFSTED inspection (November 2018) the nursery was awarded "Good in all areas". The team make regular improvements to the nursery to enhance the quality of the provision. Extra enhancements were made to the outdoor play area where staff used their expertise in painting to rejuvenate the outdoor resources. Indoor interactive display boards were created giving children an extra boost to their learning and development.

It has been tough year; however nursery staff were busy providing homework packs for children at home including creative resources and simple activities e.g. jigsaws and picture cards. Staff also linked stories telling and to additional resources which improved parental engagement with their child's learning at home. This reflected through regular good feedback from parents who were shielding at home.

All children attending the nursery displayed motivation and a positive approach to learning. Staff worked closely with parents to settle new children in, tailoring children's care to individual needs and enhancing children's social skills. This was reflected in children's steady overall development improvements and improving results from their assessments which showed that they were well prepared for their next stage in learning.

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FOR THE YEAR ENDED 31 MARCH 2021

Community (Urban Parish) Council

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

Bike Library and Active Travel

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

- 11 bicycles donated to the bike library,
- 231 bicycles co-repaired and maintained at the workshop (175 of which belonged to children and 56 that belonged to adults).
- 695 bicycles were loaned (500 through activities including Bikeability and Learn to Rides and 195 that were loaned to individuals).
- 10 volunteers engaged who contributed 664 hours of time.

All this work has positively impacted active travel and contributed to the betterment of the air quality in the area.

In addition, School Striders Project has been delivered in partnership with Cecil Greens Arts and funded through the Clinical Commissioning Groups (CCGs) in Community Partnership 6 (CP6). Following on from the success of previous School Striders activities, an additional 2 schools from the area have agreed to be involved (Bankfoot and Bowling Park). The benefits include children and families being more active due to walking short journeys, better air quality as cars are being replaced by walking, cycling and scooting to schools and parents spending a little more time outdoors with their children. We hope to invest more time into this work now many of the lockdown restrictions have been removed.

Digital Inclusion

Through extensive partnership work and finances from Good Things Foundation, Community Lottery Fund via Power To Change, we have been working to support the most digitally excluded in our community.

Through the Good Things Foundation we gave 10 elderly people Tablet devices with Internet connectivity and 1-2-1 volunteer support to access and complete a series of Learn My Way courses. This reduced digital exclusion, bettered digital education and enriched the lives of those most isolated by helping recipients access social media to keep in touch with loved ones.

The Log On, Check In, Move Up (LOCIMU) partnership was designed and delivered which included a package for a programme of interventions to improve educational attainment of 25 local children through Catch Up Tutoring programmes for GCSE children, reduce digital exclusion by giving those most marginalised 24 Laptops and 50 devices with internet access and a means to educate them through Learn My Way courses. A further 180 individuals benefitted from debt, housing and benefits advice and guidance, counselling and support with school appeals. The work also involved the installation of free public WiFi hubs at Trident community centres for anyone that attends the centres in need of access to a computer and the internet.

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

FOR THE YEAR ENDED 31 MARCH 2021

Healthy Lifestyles Project and Central Locality Integrated Care Service

The Healthy Lifestyles Project usually delivers the following :

- lunch clubs for senior citizens
- Khana Peena lunch clubs
- Community meals with provision of a healthy food market
- Well-Being café.

However the presence of Covid 19 and the national lockdowns during 2020-2021 prevented these groups from taking place. Instead the team supported the most vulnerable throughout this period by working with the Parkside Food Hub and delivering food and essential items following Covid safe practices.

Between July and September 2021 HLP also provided a meal deliver/collection service one day a week to members of the community. During this period 239 meals were provided.

During the Christmas period and February Half Term period HLP also provided and delivered HLP also provided and delivered a total of 105 food parcels to members of the community.

HLP recruited 3 new members of staff to deliver the new Central Locality Integrated Care Service contracts:

- Social Prescribing
- Community Development
- Volunteering programme
- End of Life befriending.

Social Prescribing supports individuals with non-medical issues that have a direct impact on their physical and mental well-being. We started to receive referrals into this in October 2020 and received 64 referrals for support.

Community Development is to support and establish groups within the community that will have an impact on an individual's well-being. Within this we have support several groups apply for test and trace grants to purchase items so the groups can practice Covid safe delivery of their activities.

The volunteering programme recruits and trains Living Well Champions that can support groups and deliver health messaging in the community.

End of Life befriending programme supports individuals in their last year of life, as well as their supporting their families/carers. This is delivered by providing one to one support, and befriending programme and Well-Being café for people to attend. We started to receive referrals into this in December 2020 and received 4 referrals for support. Covid 19 stopped the delivery of well-being cafés and the training of volunteers for the befriending programme.

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Enterprise Support

The last 12 months have seen turbulent times for us all and have been particularly challenging for those with small businesses. The project has seen a shift in the support needs as more people with existing businesses have been supported as they have tried to adapt to and cope with the changing commercial landscape. Equally over the last year enterprise coaching has in the main been half-time furloughed or furloughed completely, meaning delivery capacity dropped to about a third with the offer being targeted on reactive support rather than proactive business creation – in line with demand.

The now multi-platformed enterprise programme continues to develop innovative ways to support local people in becoming more formally economically active. Our enterprise offer being a clear unique selling point when promoting the BD5 area as 'Great for Business'. We promote enterprise support to those living and working in the area. The project continues to seek and strengthen partnerships across Bradford District and 'Leeds City Region'. This has included the addition of a broader employability offer through our collaborations, which include Bradford University and their Graduate Workforce Development Programme, Channel 4's Community Ambassadors Programme, The National Careers Service, The Job Centre/DWP, Bradford Council, and Power to Change.

Enquiries this year have been predominantly from existing businesses owners facing unique challenges though some who have found they had time on their hands have been exploring the possibilities that self-employment may give, particularly as many were fearful of their employment prospects going forwards, fears that in the main have not materialised.

Please note the figures below relate to delivery capacity equivalent to a third (33%) of what has been available in recent years.

- 28 different clients assisted on a 1 to 1 basis (44% of last years achievement)
- Most assists were one off interventions, where clients talked through their worries/ideas with many clients receiving help with basic business planning and/or problem solving.
- 82% of clients were from BD5 postcode area (an increase from 72% last year),
- 6 clients had between 2 and 12 formal meetings; all of whom were based in BD5 (an increase on last year).
- 16 clients were existing businesses/self-employed and interventions helped safeguard their businesses.

In the current climate it has not been possible host networking events or workshops, it is intended to reintroduced these next year.

Our 'Business Trustee', Ramen Haire, continues her unwavering support and encouragement of our development, supporting all aspects of the enterprise provision and continues to champion our work effectively and enthusiastically, both internally and externally.

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Bradford Trident Property Investment Portfolio

Trident's investment properties continue to perform well. All properties remained fully let throughout the year apart from Chichester House which following a review of our estate development plans was put up for sale as it no longer fulfils a community need. Trident benchmark rents to ensure that a fair market rate is charged to our tenants and this year has seen the conclusion of rent reviews at several properties. Repairs and maintenance routines are firmly established and are regularly monitored. Trident strives to provide tenants with the best possible facilities at competitive rates.

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

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

Arise Yorkshire Limited – 4 way joint venture

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

Bradford Community Energy – part share holder

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £6,466,049 (£6,260,446 in 2020) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,533,405 are fixed assets and a further £117,614 are restricted funds. The unrestricted reserve policy target is £426,000 made up of:

- redundancy reserve £148,000;
- five months operating costs £248,000;
- Buildings reserve £30,000;

Plus designated fund of:

- carbon reduction fund £93,000;
- designated investment property development fund £290,000, to diversify the property portfolio and secure future income generation opportunities.

The remaining free reserves, £6,030 are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

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

External funds

The Board of trustees are grateful for the contributions amounting to £6,458,225 in the financial year 2020/21. External funds are pursued to supplement community service delivery costs.

As of 31 March 2021, a balance of £5,864 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year six of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021**

External Funding bodies	2020/2021	£
Sports England		8,709
Bradford MDC Small Business Grants		50,143
HMRC Job Retention Scheme		36,906
Morrisons Foundation		7,950
Transforming Lives for Good		5,630
Bradford MDC Test & Trace Community Engagement		7,500
Bradford MDC Climate Action Fund		22,500
Bradford MDC Cleaner Streets		2,000
National Lottery Community Fund – Covid Resilience	98,000	
Hungry Holiday Fund		4,331
Sovereign Health Care Community Fund		10,000
Community Council		3,000
Bradford MDC Public Health via CABAD		7,500
Bradford MDC <u>Holiday Hunger</u>		<u>6,600</u>
Sub-total		270,769
National Lottery Fund Grant – Fulfilling Lives: A Better Start		6,187,456
Bradford District Care Foundation Trust – BSB match		40,881
West Yorkshire Police – BSB match		50,303
Bradford Council Early Childhood Services – BSB match		180,000
Bradford Council Public Health – BSB match		18,267
NHS Bradford & Districts CCG – BSB match		68,740
<u>National Health Service CCG City – BSB match</u>		<u>68,740</u>
BSB Sub-total		<u>6,187,456</u>
Grand Total		6,458,225

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Risk

The charity has a risk register, which is reviewed every six months by the senior management team and annually by the board. Significant new risks are brought to the attention of the board as and when they are identified. The risk assessment process identified the following major potential risks:

- Fraud or mismanagement of the funds provided to delivery programmes;
- Failures to safeguard children adequately; and
- Further Covid-19 lockdowns
- Climate Change extreme weather events.

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Plans for Future Periods,

The period has seen Trident respond to the Covid-19 crisis at a neighbourhood level providing securing substantive additional resources to be able to provide support to local families and vulnerable households. Trident has also begun a longer term piece of work invest in renewable energy assets and energy efficiency resources within the estate to reduce our operational carbon emissions. A significant step forward for the district being Tridents leadership role in establishing Bradford Community Energy (BCE), within which Trident has a £3,750 share. It is anticipated that Trident's and BCE's future ambitions will be mutually beneficial in developing and promotion good environmental practices within the sector. Plans continue to advance the install heat pumps across the Trident estate to complement the solar energy capacity already installed.

Partnership working, particularly around health and well-being services, has continued to grow in Trident's community services with implementation of the new Central Locality Integrated Care Services (CLICS) and Community Partnership 6 work. Other partnerships are active in the Play, Health, Active Travel and Energy arenas. Health particularly remains an important area of development for our Healthy Lifestyles team and associated sustained effort and investment of time continue to develop and strengthen relationships with Bradford CVS Alliance, Horton and City Health Collaboration (formerly Community Partnership 6), the Clinical Commissioning Groups and importantly the network of VCS groups across and surrounding the Little Horton area. The Board would particularly like to celebrate the partnership work with Gillington Community Centre and the Thornbury centre through the CLICS projects. With the developments within the Integrated Care System (ICS) these relationships and service developments will help to cement Trident as a partner of choice for future community health creation activities.

The coming year will see:

- Build local grassroots health ecosystem including sports and physical activity.
- Strengthen Central Locality Integrated Care Services and Roma Connect partnership with renewal of RIC commissions. Further development of community based health promotion activities including beyond BTL. Build awareness of CP6, its capacity and connection to local voice.
- Re-establish Enterprise Coaching service with delivery partners Participate and Impact Hub.
- Development of an Urban Cricket Centre at the Parkside Sports Centre as part of the implementation of the England Cricket Board's Connecting with South Asian Communities strategy and with additional investment from a number of significant funders.
- Further integration of Better Start Bradford's programmes into local children's and maternity services, alongside further innovation and expansion of community engagement and community led projects.
- Complete governance review and further improve impact recording and enhanced reporting and community engagement.
- Bradford Community Energy community benefit society to partner in carbon audit work. Further development and implementation of plans to move Trident operations towards zero carbon.
- Progress further the development of the Ian Greenwood Business Park, a brown field site light industrial business unit complex with substantial solar array provision. The park will support local business creation, job creation and a diversification of Trident's property portfolio. Investment capital has been approved in principal by a leading charity sector bank, planning permission approved and cross plot rights of way extinguished.

Significant challenges remain in the BD5 area including: health inequalities, high infant mortality, low academic attainment and high unemployment rates.

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2021

Structure, governance and management

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

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

Cll Taj Salam	Ward Councillor	Chair
Cll Shahzada Meer	Community Councillor	Vice Chair
Mrs Sarah Hinton	Faith Director	
Mr Mohammed Saeed Afsar	Youth Director	
Ms Fareeda Mir	Ward Councillor	
Cllr Sadaqat Ali Khan	Community Councillor	
Cllr Hawarun Hussain	Health Director	
Mr Yaqoob Ayoob	Community Director	
Ms Ramenpreet Haire	Business Director	
Cllr Shah M Khokhar	Community Councillor	
Cllr Niaz Hussain Ali	Community Councillor	
Cllr Javed Khan	Community Councillor	
Cllr Satnam Singh	Community Councillor	
Mr Ishaq Shafiq	Community Director	

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

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

The employment package (salary plus pension contribution) of Bradford Trident's highest paid employee is 3.56 times that of the least paid employee. There is only two employees that receives a package of over £60,000 per year. Salary levels are periodically compared to industry averages and reside towards the bottom of the upper quartile. Pay awards are linked to performance of the individual and organisation. It is our ambition to remain below the 1:4 ratio and to continue to reward all staff with at least the UK Living Wage.

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

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

Auditor

BRADFORD TRIDENT LIMITED

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

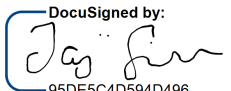
FOR THE YEAR ENDED 31 MARCH 2021

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

Disclosure of information to auditor

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

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

DocuSigned by:

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Cllr Taj Salam - Chair

Dated: 16 December 2021

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2021

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

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

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

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Charity will continue in operation.

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

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2021 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2021 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

BRADFORD TRIDENT LIMITED

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

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

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

Responsibilities of Trustees

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

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

BRADFORD TRIDENT LIMITED

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

Capability of the audit in detecting irregularities, including fraud

Based on our understanding of the Group and its industry, we identified that the principal risks of non-compliance with laws and regulations related to breaches of UK law and we considered the extent to which non-compliance might have a material effect on the financial statements of the Group. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override of controls), and determined that the principal risks were related to posting inappropriate journal entries to increase revenue or reduce expenditure or increase the capital position of the Company, and management bias in accounting estimates and judgmental areas of the financial statements such as the recognition of income. Audit procedures performed by the engagement team included:

- Discussions with directors including consideration of known or suspected instances of non-compliance with laws and regulation and fraud;
- Reviewing relevant meeting minutes;
- Reviewing of correspondence in so far as they related to non-compliance with laws and regulations and fraud;
- Procedures relating to the recognition of income;
- Identifying and testing journal entries, in particular any journal entries posted with unusual account combinations, posted on unusual days, posted by infrequent users, posted by senior management or posted with descriptions indicating a higher level of risk;


Designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing over immaterial liabilities and assets balances.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

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

Use of our report

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

DocuSigned by:

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Alison Whalley (Senior Statutory Auditor)
for and on behalf of Naylor Wintersgill Limited

16 December 2021

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED**CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
INCLUDING INCOME AND EXPENDITURE ACCOUNT****FOR THE YEAR ENDED 31 MARCH 2021**

		Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Restricted funds 2020 £	Total 2020 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	3	164,521	6,371,176	6,535,697	84,357	5,711,319	5,795,676
Charitable activities	4	158,001	13,690	171,691	9,461	29,251	38,712
Share of joint venture	4	-	10,357	10,357	-	351,702	351,702
Investments	5	600,624	-	600,624	673,294	-	673,294
Other income	6	3,297	-	3,297	9,189	-	9,189
Total income		926,443	6,395,223	7,321,666	776,301	6,092,272	6,868,573
<u>Expenditure on:</u>							
Raising funds	7	244,713	-	244,713	242,259	-	242,259
Charitable activities	8	481,134	6,397,945	6,879,079	598,068	5,782,425	6,380,493
Total resources expended		725,847	6,397,945	7,123,792	840,327	5,782,425	6,622,752
Net income/(expenditure) for the year/ Net movement in funds							
		200,596	(2,722)	197,874	(64,026)	309,847	245,821
Fund balances at 1 April 2020		4,486,773	1,773,673	6,260,446	4,550,799	1,463,826	6,014,625
Fund balances at 31 March 2021		4,687,369	1,770,951	6,458,320	4,486,773	1,773,673	6,260,446

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


All income and expenditure derive from continuing activities.

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

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Fixed assets					
Tangible assets	14	1,859,298		1,953,155	
Investment properties	16	3,243,569		3,243,569	
Investments	17	3,750		-	
Programme related investments	15	362,059		351,702	
		<u>5,468,676</u>		<u>5,548,426</u>	
Current assets					
Debtors	20	417,963		494,570	
Cash at bank and in hand		3,434,346		2,186,121	
		<u>3,852,309</u>		<u>2,680,691</u>	
Creditors: amounts falling due within one year	21	<u>(2,862,665)</u>		<u>(1,968,671)</u>	
Net current assets		989,644		712,020	
Total assets less current liabilities		<u><u>6,458,320</u></u>		<u><u>6,260,446</u></u>	
Income funds					
Restricted funds	23	1,770,951		1,773,673	
<u>Unrestricted funds</u>					
Designated funds	22	809,000		343,000	
General unrestricted funds		3,878,369		4,143,773	
		<u>4,687,369</u>		<u>4,486,773</u>	
	24	<u><u>6,458,320</u></u>		<u><u>6,260,446</u></u>	

The accounts were approved by the Trustees on 16 December 2021


DocuSigned by:

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 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**CHARITY BALANCE SHEET****AS AT 31 MARCH 2021**

		2021		2020	
	Notes	£	£	£	£
Fixed assets					
Tangible assets	14		1,859,298		1,953,155
Investment properties	16		3,243,569		3,243,569
Investments	17		3,850		100
			<u>5,106,717</u>		<u>5,196,824</u>
Current assets					
Debtors	20	415,532		492,235	
Cash at bank and in hand		3,430,549		2,182,228	
			<u>3,846,081</u>	<u>2,674,463</u>	
Creditors: amounts falling due within one year	21	<u>(2,861,401)</u>		<u>(1,967,407)</u>	
Net current assets			984,680		707,056
Total assets less current liabilities			<u><u>6,091,397</u></u>		<u><u>5,903,880</u></u>
Income funds					
Restricted funds	23		1,408,892		1,421,971
<u>Unrestricted funds</u>					
Designated funds	22	809,000		343,000	
General unrestricted funds		3,873,505		4,138,909	
			<u>4,682,505</u>		<u>4,481,909</u>
	24		<u><u>6,091,397</u></u>		<u><u>5,903,880</u></u>

The accounts were approved by the Trustees on 16 December 2021

DocuSigned by:

 95DE5C4D594D496...
 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	30		601,470		(506,310)
Investing activities					
Purchase of tangible fixed assets		(7,119)		(22,530)	
Proceeds on disposal of tangible fixed assets		57,000		-	
Purchase of investment property		-		(33,948)	
Purchase of other investments		(3,750)		-	
Investment income received		600,624		673,294	
Net cash generated from investing activities			646,755		616,816
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			1,248,225		110,506
Cash and cash equivalents at beginning of year			2,186,121		2,075,615
Cash and cash equivalents at end of year			3,434,346		2,186,121

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2021**

	Notes	2021		2020	
		£	£	£	£
Cash flows from operating activities					
Cash generated from/(absorbed by) operations	30		601,568		(506,195)
Investing activities					
Purchase of tangible fixed assets		(7,119)		(22,530)	
Proceeds on disposal of tangible fixed assets		57,000		-	
Purchase of investment property		-		(33,948)	
Purchase of other investments		(3,750)		-	
Interest received		600,622		673,294	
Net cash generated from investing activities			646,753		616,816
Net cash used in financing activities			-		-
Net increase in cash and cash equivalents			1,248,321		110,621
Cash and cash equivalents at beginning of year			2,182,228		2,071,607
Cash and cash equivalents at end of year			3,430,549		2,182,228

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

Company information

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

1.1 Accounting convention

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

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

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

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

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

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

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

1.2 Going concern

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

1.3 Charitable funds

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

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

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

1.4 Incoming resources

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

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

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

1.5 Resources expended

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

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

1.6 Tangible fixed assets

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

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

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

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in net income/(expenditure) for the year.

1.7 Investment properties

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

1.8 Fixed asset investments

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

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

1.9 Impairment of fixed assets

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

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

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

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

1.10 Cash and cash equivalents

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

1.11 Financial instruments

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

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

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

Basic financial assets

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

1 Accounting policies

(Continued)

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

1.12 Employee benefits

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

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

2 Critical accounting estimates and judgements

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

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2021	2021	2021	2020	2020
	£	£	£	£	£
Donations and gifts	24	-	24	-	-
Government grants	164,497	6,371,176	6,535,673	84,357	5,711,319
	<u>164,521</u>	<u>6,371,176</u>	<u>6,535,697</u>	<u>84,357</u>	<u>5,711,319</u>
	<u><u>164,521</u></u>	<u><u>6,371,176</u></u>	<u><u>6,535,697</u></u>	<u><u>84,357</u></u>	<u><u>5,711,319</u></u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021**

3 Donations and legacies	(Continued)					
Grants receivable for core activities						
Betterstart - The National Lottery						
Community Fund	-	6,187,456	6,187,456	-	5,656,311	5,656,311
Sport England	-	8,709	8,709	-	-	-
Bradford Council - Preschool Funding	77,448	-	77,448	84,357	-	84,357
Bradford MDC Small Business Grants	50,143	-	50,143	-	-	-
HMRC Job Retention Scheme	36,906		36,906	-	-	-
Morrisons Charitable Foundation	-	7,950	7,950	-	-	-
Transforming Lives for Good	-	5,630	5,630	-	-	-
Test & Trace Community Engagement	-	7,500	7,500	-	-	-
Bradford MDC Community Action	-	22,500	22,500	-	-	-
Bardford MDC Cleaner Streets	-	2,000	2,000	-	-	-
Power to Change Log in, Check in, Move up	-	98,000	98,000	-	-	-
Winter Food Scheme	-	4,331	4,331	-	-	-
Sovereign Healthcare Community Fund	-	10,000	10,000	-	-	-
Community Council Food Bank	-	3,000	3,000	-	-	-
Toddlers Out to Shake	-	-	-	-	2,493	2,493
Parent & Toddler Group	-	-	-	-	2,064	2,064
Whole Family Support	-	-	-	-	6,960	6,960
Bradford MDC Hub Development	-	7,500	7,500	-	3,381	3,381
Right Conversations	-	-	-	-	6,000	6,000
Bradford MDC Holiday Hunger	-	6,600	6,600	-	5,000	5,000
Community Anchor	-	-	-	-	1,000	1,000
School Striders	-	-	-	-	14,560	14,560
RIC End of Life Programme	-	-	-	-	5,315	5,315
West Bowling Park Run	-	-	-	-	7,360	7,360
Other	-	-	-	-	875	875
	164,497	6,371,176	6,535,673	84,357	5,711,319	5,795,676
	164,497	6,371,176	6,535,673	84,357	5,711,319	5,795,676

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

4 Charitable activities

	Charitable activities 2021 £	Share of joint venture 2021 £	Total 2021 £	Charitable activities 2020 £	Share of joint venture 2020 £	Total 2020 £
Sales within charitable activities	158,001	-	158,001	9,461	-	9,461
Performance related grants	13,690	-	13,690	29,251	-	29,251
Other income	-	10,357	10,357	-	351,702	351,702
	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>	<u>38,712</u>	<u>351,702</u>	<u>390,414</u>
Analysis by fund						
Unrestricted funds	158,001	-	158,001	9,461	-	9,461
Restricted funds	13,690	10,357	24,047	29,251	351,702	380,953
	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>	<u>38,712</u>	<u>351,702</u>	<u>390,414</u>
Performance related grants						
Diabetes Prevention and Management	-	-	-	16,751	-	16,751
Healthy Lifestyles	13,690	-	13,690	-	-	-
Active Travel (WYCA)	-	-	-	2,500	-	2,500
Community Shares Booster Programme	-	-	-	10,000	-	10,000
	<u>13,690</u>	<u>-</u>	<u>13,690</u>	<u>29,251</u>	<u>-</u>	<u>29,251</u>

5 Investments

	Unrestricted funds 2021 £	Unrestricted funds 2020 £
Rental income	596,662	666,168
Interest receivable	3,962	7,126
	<u>600,624</u>	<u>673,294</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

6 Other income

	Unrestricted funds	Unrestricted funds
	2021	2020
	£	£
Net gain on disposal of tangible fixed assets	664	-
Sundry income	2,633	9,189
	<u>3,297</u>	<u>9,189</u>

7 Raising funds

	2021	2020
	£	£
<u>Fundraising and publicity</u>		
Staff costs	244,713	242,259
	<u>244,713</u>	<u>242,259</u>

8 Charitable activities

	2021	2020
	£	£
Staff costs	1,153,786	1,099,527
Project costs	5,202,719	4,759,119
	<u>6,356,505</u>	<u>5,858,646</u>
Grant funding of activities (see note 9)	18,750	-
Share of support costs (see note 11)	470,153	486,342
Share of governance costs (see note 11)	33,671	35,505
	<u>6,879,079</u>	<u>6,380,493</u>
Analysis by fund		
Unrestricted funds	481,134	598,068
Restricted funds	6,397,945	5,782,425
	<u>6,879,079</u>	<u>6,380,493</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****9 Grants payable**

	2021	2020
	£	£
Grants to institutions:		
Bradford Community Energy Limited	18,750	-
	<u>18,750</u>	<u>-</u>

10 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £600 were reimbursed to one trustee (2020: telephone expenses of £599 to one trustee).

11 Support costs

	Support costs	Governance costs	2021	Support costs	Governance costs	2020
	£	£	£	£	£	£
Staff costs	-	23,395	23,395	-	24,051	24,051
Printing, postage, stationery and design	9,557	-	9,557	15,878	-	15,878
Repairs	61,812	-	61,812	60,888	-	60,888
Property expenses	271,276	-	271,276	251,013	-	251,013
Travel expenses	-	-	-	189	-	189
Office costs	77,307	-	77,307	79,408	-	79,408
Other staff costs	22,897	-	22,897	33,539	-	33,539
Bad debts	(3,180)	-	(3,180)	13,056	-	13,056
Legal and professional fees	26,277	-	26,277	26,284	-	26,284
Bank charges	199	-	199	396	-	396
Sundry expenses	4,008	-	4,008	5,691	-	5,691
Audit fees	-	9,550	9,550	-	9,250	9,250
Meeting costs	-	600	600	-	1,980	1,980
Printing, postage and stationery	-	113	113	-	137	137
Training costs	-	13	13	-	-	-
Sundry expenses	-	-	-	-	87	87
	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>	<u>486,342</u>	<u>35,505</u>	<u>521,847</u>
Analysed between Charitable activities	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>	<u>486,342</u>	<u>35,505</u>	<u>521,847</u>

Governance costs includes payments to the auditors of £9,550 (2020- £9,250) for audit fees.

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2021

12 Employees

Number of employees

The average monthly number of employees during the year was:

	2021	2020
	Number	Number
Project staff	44	43
Management and administration	14	14
	<u>58</u>	<u>57</u>

Employment costs

	2021	2020
	£	£
Wages and salaries	1,245,000	1,163,627
Social security costs	92,114	120,541
Other pension costs	84,780	81,669
	<u>1,421,894</u>	<u>1,365,837</u>

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

	2021	2020
	Number	Number
£60,001 - £70,000	<u>2</u>	<u>1</u>

Contributions totalling £8,211 (2020: £4,086) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Taxation

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****14 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2020	1,886,962	196,574	2,083,536
Additions	-	7,119	7,119
Disposals	-	(66,278)	(66,278)
	<u>1,886,962</u>	<u>137,415</u>	<u>2,024,377</u>
Depreciation and impairment			
At 1 April 2020	47,431	82,950	130,381
Depreciation charged in the year	29,068	15,572	44,640
Eliminated in respect of disposals	-	(9,942)	(9,942)
	<u>76,499</u>	<u>88,580</u>	<u>165,079</u>
Carrying amount			
At 31 March 2021	<u>1,810,463</u>	<u>48,835</u>	<u>1,859,298</u>
At 31 March 2020	<u>1,839,531</u>	<u>113,624</u>	<u>1,953,155</u>

15 Programme related investments

	£
At 1 April 2020	351,702
Additions	10,357
At 31 March 2021	<u>362,059</u>

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****16 Investment property - Group and Charity**

	2021
	£
Fair value	
At 1 April 2020 and 31 March 2021	3,243,569

The fair value of the investment properties has been arrived at on the basis of a valuation carried out at 31 March 2016 by Sharma Williamson Chartered Surveyors, who are not connected with the Charity. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties. The Trustees do not consider the value of the property to have changed since this date.

17 Fixed asset investments - Group

	2021	2020
	£	£
Unlisted investments	3,750	-
	<u>3,750</u>	<u>-</u>

Movements in fixed asset investments

	Shares
	£
Cost or valuation	
At 31 March 2021	-
Additions	3,750
At 31 March 2021	<u>3,750</u>
Carrying amount	
At 31 March 2021	<u>3,750</u>
At 31 March 2020	<u>-</u>

17 Fixed asset investments - Charity

	2021	2020
	£	£
Investments in subsidiaries	100	100
Unlisted investments	3,750	-
	<u>3,850</u>	<u>100</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

19 Subsidiaries

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

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

Name of undertaking	Capital and reserves £	Turnover £	Expenses £	Profit/(Loss) £
Bradford Trident Trading Limited Company no. 05325181	4,964	1,360	1,360	-

20 Debtors

	Group		Charity	
	2021	2020	2021	2020
Amounts falling due within one year:	£	£	£	£
Trade debtors	212,076	50,220	212,075	50,220
Amounts due from subsidiary undertakings	-	-	22,235	22,330
Other debtors	1,210	1,128	1,210	1,128
Prepayments and accrued income	204,677	443,222	180,012	418,557
	<u>417,963</u>	<u>494,570</u>	<u>415,532</u>	<u>492,235</u>

21 Creditors: amounts falling due within one year

	Group		Charity	
	2021	2020	2021	2020
	£	£	£	£
Other taxation and social security	32,916	6,768	32,916	6,768
Trade creditors	735,818	766,922	735,818	766,922
Other creditors	1,084	1,484	1,084	1,484
Accruals	2,092,847	1,193,497	2,091,583	1,192,233
	<u>2,862,665</u>	<u>1,968,671</u>	<u>2,861,401</u>	<u>1,967,407</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

22 Designated funds - Group and Charity

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

	Balance at 1 April 2019 £	Transfers £	Balance at 1 April 2020 £	Transfers £	Balance at 31 March 2021 £
Investment Property Development Fund	235,000	15,000	250,000	40,000	290,000
Carbon Reduction Fund	150,000	(57,000)	93,000	-	93,000
Redundancy Fund	-	-	-	148,000	148,000
Contingency Fund	-	-	-	248,000	248,000
Buildings Reserve	-	-	-	30,000	30,000
	<u>385,000</u>	<u>(42,000)</u>	<u>343,000</u>	<u>466,000</u>	<u>809,000</u>

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

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

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Group

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

	Movement in funds			Movement in funds			Balance at 31 March 2021 £
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Parent and Toddler Groups	-	4,557	(4,557)	-	-	-	-
Better Start	72,483	5,656,311	(5,705,916)	22,878	6,187,456	(6,204,470)	5,864
Whole Family Support	-	6,960	(6,960)	-	-	-	-
Hub Development	-	3,381	(3,381)	-	7,500	(7,500)	-
School Striders	-	14,560	(14,560)	-	-	-	-
Food bank	-	5,000	(5,000)	-	27,511	(27,511)	-
Diabetes Prevention and Management	-	16,751	(16,751)	-	-	-	-
Healthy Lifestyles	-	-	-	-	13,690	(13,690)	-
Right Conversations	-	6,000	(6,000)	-	-	-	-
Active Travel (WYCA)	-	2,500	(2,500)	-	-	-	-
Sports Hall capital spend	112,500	-	(2,250)	110,250	-	(2,250)	108,000
West Bowling Park Run	-	7,360	(7,360)	-	-	-	-
Community Shares Booster Programme	-	10,000	-	10,000	-	(10,000)	-
Sport England	-	-	-	-	8,709	(8,709)	-
Test & Trace Community Engagement	-	-	-	-	7,500	(7,500)	-
BCE Investment in Shares	-	-	-	-	22,500	(18,750)	3,750
Cleaner Streets	-	-	-	-	2,000	(2,000)	-
Log In, Check In, Move Up	-	-	-	-	98,000	(95,565)	2,435
Sovereign Sports Hall	-	-	-	-	10,000	-	10,000
Arise Yorkshire Limited	-	351,702	-	351,702	10,357	-	362,059
Other	-	1,875	1,875	-	-	-	-
	<u>1,463,826</u>	<u>6,086,957</u>	<u>5,773,360</u>	<u>1,773,673</u>	<u>6,395,223</u>	<u>(6,397,945)</u>	<u>1,770,951</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Group

(Continued)

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

Sports Hall Capital spend relates to grants received to improve the sports hall, the expenditure has been included in fixed assets.

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

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

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

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

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

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

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

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

23 Restricted funds - Charity

	Movement in funds			Movement in funds			Balance at 31 March 2021 £
	Balance at 1 April 2019 £	Incoming resources £	Resources expended £	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Parent and Toddler Groups	-	2,493	(2,493)	-	-	-	-
Better Start	72,483	5,656,311	(5,705,916)	22,878	6,187,456	(6,204,470)	5,864
Parent & Toddler Group	-	2,064	(2,064)	-	-	-	-
Whole Family Support	-	6,960	(6,960)	-	-	-	-
Hub Development	-	3,381	(3,381)	-	7,500	(7,500)	-
School Striders	-	14,560	(14,560)	-	-	-	-
Food bank	-	5,000	(5,000)	-	27,511	(27,511)	-
Community Anchor	-	1,000	(1,000)	-	-	-	-
Diabetes Prevention and Management	-	16,751	(16,751)	-	-	-	-
Healthy Lifestyles	-	-	-	-	13,690	(13,690)	-
Right Conversations	-	6,000	(6,000)	-	-	-	-
Active Travel (WYCA)	-	2,500	(2,500)	-	-	-	-
Sports Hall capital spend	112,500	-	(2,250)	110,250	-	(2,250)	108,000
West Bowling Park Run	-	7,360	(7,360)	-	-	-	-
Community Shares Booster Programme	-	10,000	-	10,000	-	(10,000)	-
Sport England	-	-	-	-	8,709	(8,709)	-
Test & Trace Community Engagement	-	-	-	-	7,500	(7,500)	-
BCE Investment in Shares	-	-	-	-	22,500	(18,750)	3,750
Cleaner Streets	-	-	-	-	2,000	(2,000)	-
Log In, Check In, Move Up	-	-	-	-	98,000	(95,565)	2,435
Sovereign Sports Hall	-	-	-	-	10,000	-	10,000
Other	-	875	(875)	-	-	-	-
	<u>1,463,826</u>	<u>5,735,255</u>	<u>5,777,110</u>	<u>1,421,971</u>	<u>6,384,866</u>	<u>(6,397,945)</u>	<u>1,408,892</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2021

25 Related party transactions**Remuneration of key management personnel**

The remuneration of key management personnel is as follows.

	2021	2020
	£	£
Aggregate compensation	130,020	124,343
	<u>130,020</u>	<u>124,343</u>

There were no other disclosable related party transactions during the year (2020 - none).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

26 Funds Funds - Group

	Movement in funds								
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 31 March 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Restricted funds	1,463,826	6,092,272	(5,782,425)	-	1,773,673	6,395,223	(6,397,945)	-	1,770,951
Designated funds	385,000	-	-	(42,000)	343,000	-	-	466,000	809,000
Unrestricted funds	4,165,799	776,301	(840,327)	42,000	4,143,773	926,443	(725,847)	(466,000)	3,878,369
	<u>6,014,625</u>	<u>6,868,573</u>	<u>(6,622,752)</u>	<u>-</u>	<u>6,260,446</u>	<u>7,321,666</u>	<u>(7,123,792)</u>	<u>-</u>	<u>6,458,320</u>

Funds - Charity

	Movement in funds								
	Balance at 1 April 2019	Incoming resources	Resources expended	Transfers	Balance at 31 March 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021
	£	£	£	£	£	£	£	£	£
Restricted funds	1,463,826	5,740,570	(5,782,425)	-	1,421,971	6,384,866	(6,397,945)	-	1,408,892
Designated funds	385,000	-	-	(42,000)	343,000	-	-	466,000	809,000
Unrestricted funds	4,160,935	776,301	(840,327)	42,000	4,138,909	926,441	(725,845)	(466,000)	3,873,505
	<u>6,009,761</u>	<u>6,516,871</u>	<u>(6,622,752)</u>	<u>-</u>	<u>5,903,880</u>	<u>7,311,307</u>	<u>7,123,790</u>	<u>-</u>	<u>6,091,397</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2021

27 Analysis of net assets between funds - Group

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total Unrestricted funds 2021 £	Designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Fund balances at 31 March 2021 are represented by:							
Tangible assets	472,455	-	1,386,843	1,859,298	1,084,504	-	1,953,155
Investment properties	3,243,569	-	-	3,243,569	2,723,127	-	3,243,569
Investments	-	-	3,750	3,750	-	-	-
Programme related assets	-	-	362,059	362,059	-	-	351,702
Current assets/(liabilities)	162,345	809,000	18,299	989,644	336,142	343,000	712,020
	<u>3,878,369</u>	<u>809,000</u>	<u>1,770,951</u>	<u>6,458,320</u>	<u>4,143,773</u>	<u>1,773,673</u>	<u>6,260,446</u>

27 Analysis of net assets between funds - Charity

	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £	Unrestricted funds 2020 £	Designated funds 2020 £	Restricted funds 2020 £	Total 2020 £
Tangible assets	472,455	-	1,386,843	1,859,298	1,084,504	-	868,651	1,953,155
Investment properties	3,243,569	-	-	3,243,569	2,723,127	-	520,442	3,243,569
Investments	100	-	3,750	3,850	100	-	-	100
Current assets/(liabilities)	100,381	809,000	18,299	927,680	331,178	343,000	32,878	823,812
	<u>3,816,505</u>	<u>809,000</u>	<u>1,408,892</u>	<u>6,034,397</u>	<u>4,138,909</u>	<u>343,000</u>	<u>1,421,971</u>	<u>6,020,636</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2021****29 Analysis of changes in net funds**

The Charity had no debt during the year.

30 Cash generated from operations - Group	2021	2020
	£	£
Surplus for the year	197,874	245,821
Adjustments for:		
Investment income recognised in profit or loss	(600,624)	(673,294)
Gain on disposal of tangible fixed assets	(664)	-
Share of joint venture	(10,357)	(351,702)
Depreciation and impairment of tangible fixed assets	44,640	45,603
Movements in working capital:		
Decrease/(increase) in debtors	76,607	(163,142)
Increase in creditors	893,994	390,404
Cash generated from/(absorbed by) operations	601,470	(506,310)
	2021	2020
	£	£
Surplus for the year	187,517	(105,881)
Adjustments for:		
Investment income recognised in profit or loss	(600,622)	(673,294)
Gain on disposal of tangible fixed assets	(664)	-
Depreciation and impairment of tangible fixed assets	44,640	45,603
Movements in working capital:		
Decrease/(increase) in debtors	76,703	(163,041)
Increase in creditors	893,994	390,418
Cash generated from/(absorbed by) operations	601,568	(506,195)