

BRADFORD TRIDENT LIMITED
(A COMPANY LIMITED BY GUARANTEE)
ANNUAL REPORT AND CONSOLIDATED FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 MARCH 2022

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

BRADFORD TRIDENT LIMITED

LEGAL AND ADMINISTRATIVE INFORMATION

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

Secretary Carlton Smith

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

Charity number 1107561

Company number 04084653

Auditor Naylor Wintersgill Limited
Carlton House
Grammar School Street
Bradford
BD1 4NS

Bankers CAF Bank Ltd
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Forward House
8 Duke Street
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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 2022

The Trustees present their annual report and financial statements for the year ended 31 March 2022.

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

Headline Summary

Trident has expanded its activities this period with partnership work with Girlington Community Centre in a Connecting Roma programme to complement our other 9 activity areas. These have benefited from support of 180 volunteers who have gifted 5,827 hours of their time. The Better Start Bradford programme reached 7,864 beneficiaries during the year. Enterprise support assisted 76 clients last year safeguarding local jobs, the Nursery stimulated and kick-started the education of 21 children, The Bike Library co-repaired 155 bicycles and made 725 bicycle loans; Healthy Lifestyles support 133 clients throughout the Covid Crisis and via associated activities. The sports centre returned to normal service benefiting 778 local residents, most on a weekly basis and our community hubs enabled local events and celebrations enjoyed by 11,644 people. Our services and activities were accessed by 21,635 local people from conception (Better Start Bradford) to the very young (Nursery) to the fit and active (Sports centre and Bike Library) to the old and very old (Healthy Lifestyles). Trident are proud and delighted that the diversity of our users closely reflects in the diversity of our neighbourhood.

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

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

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

Trident has publicly made the above commitment via the SME Climate Hub. For the period our Equivalent Carbon Dioxide estimated emissions were 385 tonnes using the Normative Business Carbon Calculator provided by the SME Climate Hub. The 385tn is made up from Scope 1 207tnCO₂e (53%), Scope 2 98.4tnCO₂e (26%) and scope 3 79.2tnCO₂e (21%) emissions.

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Objectives and activities

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

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

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

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

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FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

BRADFORD TRIDENT LIMITED**TRUSTEES REPORT (INCLUDING DIRECTORS' REPORT AND STRATEGIC REPORT)
(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022**

By delivering against these objectives Bradford Trident will contribute towards 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	11,649	554 (7.0%)
Core functions (inc' Overheads)	3.50	-	285 (3.6%)
Community Development	0.28	47	35 (0.4%)
Community Council	0.00	-	20 (0.3%)
Healthy Lifestyles	4.29	133	138 (1.7%)
Parkside Sports Centre	1.62	778	87 (1.1%)
Bike Library	0.20	916	1 (0.01%)
Park Lane Preschool	3.20	21	78 (1.0%)
Digital Inclusion support & Covid response	0.20	151	8 (0.01%)
Better Start Bradford	24.92	7,864	6,663 (84.0%)
Enterprise Support & Development	0.65	76	41 (0.5%)
Parkside Extension			25 (0.3%)
Total	45.18	21,635	£7,935

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Bradford Trident owns and manages a portfolio of community buildings (Park Lane Centre, Mayfield Centre, Woodroyd Centre, Parkside Sports Centre, Pakington St, Sanderson Court and Edwards Street Enterprise Centre) which are used either to generate unrestricted income to support communities services or as community hubs to facilitate community action and activities. Of Bradford Trident's 59 staff (45.18 Full Time Equivalents), 46 (35.36 FTE) are engaged in project/service delivery and 13 (9.82 FTE) are busy with core functions and facilities. In other words 22% of charity energies are involved in running the charity and its assets, 78% is spent on delivering community services.

Bradford Trident secured £400,000 social investment in the period.

Volunteering within BD5 is important for several services including the Healthy Lifestyles programme, Better Start Bradford, Community Development, the Bike Library and Governance (the trustees). Bradford Trident wishes to recognise the tremendous contribution made by its 180 volunteers and their 5,827 hours of volunteered time. Using the UK Living wage (£9.50) as the going rate this equates to £55,357.

Programme (Activity)	Nos. of Volunteers	Vol' hours
Better Start Bradford (activity support)	77	3,696
Community Development (community activism)	11	156
Bike Library (bike renovation and maintenance)	8	528
Digital Inclusion support	45	135
Preschool Nursery	2	360
Enterprise	0	0
Community Buildings	0	0
Parkside Sports Centre	15	600
Healthy Lifestyles (activity support)	8	250
Trustees (strategic direction)	14	102
Total	180	5,827

Strategic Report

Achievements and performance

Covid-19 Response

For half of the period of this report intermittent lockdowns and restrictions continued across Bradford. The team continued with their adapted services providing:

- maintenance of essential services to the community including food and resource provision to the most-needy during periods of lock down'
- access to IT equipment to enable residents to access online services,
- thorough risk assessments and mitigation plans for all services, activities, and buildings,
- telephone support and online services.

In the autumn the gradual process of re-establishing a new normal began and some sections of the community began to gather in steadily increasing numbers. It was only as this reporting period was ending that normal service can be said to have resumed.

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FOR THE YEAR ENDED 31 MARCH 2022

Trident's Board of Trustees salutes the adaptability and dedication of its staff team throughout these testing times and the generosity and support of local businesses, the community council and local charities, many of whom made resources available to the local residents

Better Start Bradford (BSB)

BSB's vision is for children across Bradford to have the best possible start in life, in terms of their health, social and emotional development and communication, maximising their life chances and forming the cornerstone of strong, happy communities. The programme is doing this by working with families and partners through a comprehensive programme focused on improving health, social and emotional development and communication, and to share lessons from this to promote wider change. 7 years into a 10-year mission, BSB has made significant progress in reaching families, providing support and services to our families, getting key messages out to people, influencing change in services for children aged 0-3 and in developing the learning around early childhood development.

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

Better Place

Better Place has almost completed the improvements to local parks and outdoor spaces. In addition to providing increased opportunities for babies and young children to enjoy being outdoors with their families, the project has also supported initiatives to reduce exposure to harmful traffic fumes for pregnant women and small children.

98 Little Library boxes have been distributed to sites across the Better Start area.

Countryfile revisited the natural play area in Horton Park and interviewed members of the local community about the impact of the local tree planting

A seminar and virtual tour of Better Place sites was delivered to over 40 Leeds University MSc students on the Sustainable Cities course.

Following completion of the development phase of the project a recommission of the Better Place Engagement contract was undertaken and awarded to Bradford Trident for the year ahead.

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FOR THE YEAR ENDED 31 MARCH 2022

Learning Together

The model of delivery of Learning Together events continued to be disrupted by Covid-19, and opportunities to engage with the workforce limited. Building on the learning from the previous year there were several significant highlights:

· The first podcast series was completed with:

- Episode 5 – Starting the Early Childhood Adversity Conversation
- Episode 6 – Greener Cities, Healthier Communities

These were developed to explore key issues facing families with young children and those working with them.

· Two A Better Start (ABS) National conferences were held with large audiences from local and national government, policymakers and third sector organisations:

- Parent and Communities in the Driving Seat – had contributions from a Better Start Bradford Community Champion and a Community Board Member as well as a session delivered on how the Better Start project was co-produced and co-designed.
- Reducing Inequalities in Early Childhood – Learning from A Better Start provided examples of how the 5 sites are empowering communities through co-production, changing systems with a focus on data and outcomes and mobilising the workforce and community.

· A joint ABS Webinar for Infant Mental Health Awareness Week on Including Infants in Children and Young People's mental health and avoiding the baby blind spot was successfully delivered.

· A series of Virtual Learning Live sessions have been developed with partners to provide an overview of the programme and the child development messages we promote. Initially aimed at students this has been broadened to those new to the workforce.

· We have been working with Bradford College and University of Bradford to ensure prevention and early intervention and child development are covered appropriately on relevant courses.

· Increased the number of student placements offered and long arm support to enable placements with project teams.

· A digital campaign, Moments that Matter was developed with the Little Minds Matter project to increase knowledge and understanding of the impact of small interactions on children's development. Videos were created as demonstration tools and these were filmed by local families in their homes as research demonstrated that modelling from people like those the messaging was aimed at was most effective.

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FOR THE YEAR ENDED 31 MARCH 2022

Baby Week Bradford

The theme for the 4th annual event was “Bradford Babies are Everybody’s Business”

The event was delivered in collaboration with Baby Week Leeds and Baby Week Cheshire and Merseyside and provided a variety of online and in person events aimed at both families and the workforce working with them. Highlights included a screening of the “in Utero” documentary followed by a panel discussion and a range of family focussed music events.

Family and Community Engagement

The work of the Family and Community Engagement Workers and commissioned Neighbourhood Workers continued to be impacted by the Covid-19 restrictions, but delivery was adapted where possible to increase the use of outdoors delivery.

As the 2021 Bradford Literature Festival was unable to go ahead in its traditional form the Better Start Bradford sponsorship was used to support the “Aladdin and the Stolen Stories” Story Trail which was a physical and virtual trail using several sites over the Bradford footprint including Horton, Bowling and Peel parks. Better Start Bradford were also represented at the Festival Unlocked play events delivered in Bowling and Peel parks as lead in events for the festival.

A series of summer events hosted by settings and community organisations were funded to promote 2-year-old nursery education take up. Take up in Bradford East has increased significantly following this approach.

Parents in The Lead Activity Fund reached the milestone of £120,000 being invested in parent led activities within the community. A review of the fund was undertaken, and the Partnership Board agreed a number of recommendations to develop the opportunities for this aspect of the programme to build social capital within our community.

Health and Wellbeing Clinics have been established as a collaboration between the Neighbourhood Project and Health Visiting. Drop-in clinics are offered alongside other family focused activities such as Stay and Play where parents can access baby weighing and support from Health Visitors.

Sustainability and Legacy

Public Health and Children's Services have worked closely with the Better Start Bradford team to develop a number of areas of work using the learning from the programme. These have included:

- Contributing to the district wide Breastfeeding support contract specification and linking this to the Better Start funded project.
- A joint commission of the Play and Learn Support Service, supporting the districts provision of informal universal play and learn provision to be good quality, promote wellbeing and encourage health promoting activity, and to influence the home learning environment for children in the district.
- A Speech and Language pathway is under development which incorporates learning from the Talking Together project and a commission for district wide early support is expected.
- The development of a Case for Change for the way in which services for children aged 0-5 and their families are delivered. Many of the proposals chime with the Best Start for Life government initiative which Bradford will be one of the first 75 local authorities to roll out. Better Start Bradford are supporting the development of the offer and expect this investment to create opportunities for several BSB projects to be scaled up and mainstreamed.

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FOR THE YEAR ENDED 31 MARCH 2022

Community Buildings Management

The three Neighbourhood Centres carried good occupancy rates (83% combined) and sustained excellent retained tenant business throughout the Covid-19 pandemic and subsequent ending of lockdown and easing of restrictions. We supported our tenants with information on the range of financial help available from local and central government to help businesses and organisations cope with the effects of Covid-19. Tenants used Grant funding to continue operating and the Furlough scheme to help with wages/retain staff. We also encouraged our not-for-profit tenants to talk to their Funders and find out how they will support their services. Most Funders fully backing their recipients and also increasing their support to help them.

A two fold strategy continues to control our costs;

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

Trident is moving to replace its heat and hot water reliance on fossil fuels (gas boilers) with renewable technology; we are finalising proposals that will use Air Source Heat Pumps to provide heat and hot water for our Park Lane Centre. Once installed, commissioned and successfully delivering the needs of the building and its users – we aim to carry out the process at our other sites to champion the reduction in our Carbon footprint.

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

The Mayfield Centre is well established and has now been open for over 15 years. It has good occupancy rates and is mainly home to our community organisation tenants. Covid-19, the consequent lockdown and restrictions prevented the use of the centre, however, since Covid-19 restrictions eased in August 2021 we have seen a good return of the local community using the centre for a range of activities. 6933 people attended functions at the Mayfield hall and meeting rooms at 102 separate events.

The Park Lane Centre is working well also with high occupancy rates. Being the base for the Community Enterprise Coach it encourages and supports new start-ups in the area. We provide good standard office accommodation for many small businesses. The centre is also the base for the Park Lane Nursery which further enhances the centre's offer. Again Covid-19, the consequent lockdown and restrictions prevented the use of the centre and since Covid-19 restrictions eased in August 2021 we have seen a steady return of people to the centre for a range of activities. 4716 people attended functions at the Park Lane hall and meeting rooms at 84 separate events.

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

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

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

We installed large interactive screens in the Park Lane hall, boardroom and Mayfield hall to create High-tech hire space. The Mayfield hall also benefited from the installation of a light and sound system to provide users with additional features. We created IT hubs at Park Lane, Mayfield, Parkside with an accessible computer at each site for those in the community that don't have access to a computer.

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

Parkside Sports Centre

Parkside was partially affected by Covid restrictions during the year due to lock downs. Lockdowns effected both sporting and community sessions.

The centre was repurposed as food distribution hub and maintained support and contact with the community. Special thanks to:

- **AR Travel & Tours Ltd** staff who volunteered to distribute food parcels.
- **The Youth Association** for 2 sets (60) Resource packs for local young people
- **Artworks** for 100 activity packs for young children.

Once allowed the centre was able to quickly re-start sports sessions. However some users delayed their return due to Covid related fears and indoor sports.

Available sessions were widely adverted which secured new users to Parkside, but this did take time to build back to previous sports session activity levels.

As the restrictions lifted, bookings for the Community activities increased steadily including bookings for Parties and small functions, as well as Literacy Trust (Bradford Stories) brought their American school Bus to Parkside with Authors to read story's and gave out over 200 books to children.

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(CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022**

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

Agent	Session
Horton Housing	ESOL Classes for 10-15 women weekly
Women Zone	Netball sessions for 15 women in the Sports hall
Bradford Foundation Trust	HAFS sessions for 30 Refugee and Asylum seeker children on Saturdays from August upon till Christmas 2021.
Youth Service	Sports sessions on Tuesday and Thursday, in the sports hall for 20 Children of Afghan refugee Families living in Cedar court.
Literacy Trust	delivered digital inclusion sessions for 10 young people and
Yorkshire Cricket Foundation	Women cricket league over the winter months, 40+ women play in the competition weekly
New Horizons	Working with Special needs Clients, Replaced Bradford Academy, using the upstairs space 10am till 3pm Mon-Fri and 12pm-3pm Saturdays and Sundays
Sumera	Exercise sessions on Mondays and Thursdays for 10-15 women weekly
WBYI	Children Cricket sessions over the winter months
Arabic School	new Arabic School Saturday mornings 40+ children attend
NAFS	Exercise sessions for up to 20 women on Tuesday, Wednesday and Fridays.
Theory Test	Theory Test learning session on Friday for up to 10 women
The Youth Association	

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Funding was secured from the Holiday Activities and Food programme for activities delivered through August for 20 children daily for 3 weeks. Provision included: Arts and Craft, age-appropriate education work sheets and food ingredients, for families to cook together at home and enjoy family meals together.

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

Special thanks to our 15 Volunteers who freely gave over 600+ hours of their time and energy.

Parkside Sports Centre Extension

Steady progress to the plans and finances of the project was made through the year. Adaptations were made to address limitations placed upon the site by Yorkshire Waters drainage retention tank, which resulted in the now striking design for the first floor cricket hall. Over 200 funding applications were submitted and reasonable success has secured over a £1 million of funding pledges. The patience and understanding of our funders is greatly appreciated and has been critical towards the project moving forward. The aim of the project is to bring to Little Horton state of the art sporting facilities and a robust sports development plan to encourage and enable young and old, especially girls and women to take up cricket and other physical activities. The successful partnership work with Sport England on the previous project at the site to deliver an enhanced sports environment for customers with improved facilities led to successful negotiations with the ECB (England and Wales Cricket Board) and other funders supporting and committing financially to create the new sports extension.

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Park Lane Pre-School Nursery

Continued professional development has enabled our practitioners to fulfil their potential through face to face first aid, also online training in understanding Autism, risk assessments, Healthy start in childcare course, safeguarding and food safety. Staff supervision and meetings have been on-going around the day to day running of the nursery. All staff have completed their training with I CAN. This is the Early Talk Toolkit with a collection of resources designed to help children under 5 with their speech and language development.

After receiving the I CAN's Early Talk Accreditation in September 2021 we have created communication rich areas, we have been using the resources to improve speech, language and communication with our children and we have identified 2 children in need of the Early years Inclusion Funding.

The nursery has been attending meetings at Barkerend Centre to discuss the 2 year offer take up in our area. We have been looking at how we can work together to support more families to access the free 2-year eligibility offer. Overall, the Little Horton Ward Area is our lowest uptake ward. We are taking proactive steps to increase take up, and we have been looking at views and ideas on how best we can further engage with families. So far, each term we are conducting door to door leafleting and with the help of the team at Barkerend Centre we approach families who are eligible for the 15 hours free childcare.

In July 2021 we had a leaving party for those children who were moving into reception class, they had their graduation photos taken and certificates were presented to them. Key workers had end of year parent consultations and discussed transition from pre school to school. All assessments and reports were presented to schools for those children who were leaving our nursery. This will provide continuity in children's development as they move on to their next stage of learning. We ended the year by arranging a sports week and we took parents and children to Lister Park for a fun day out.

After contacting Ofsted, we have now been successful in providing 30 hours of free childcare to parents who are eligible, providing they can secure their eligibility code through HMRC. We applied for Xmas presents through radio Leeds, funding was agreed and the pre school and the playgroup children received a present from Santa. We won a competition in the Families Leeds and west Yorkshire magazine. The prize was a timber tots magic tree activity set for children to enjoy. A photograph was published in the magazine showing our children playing with this activity. We continue to be part of the BD5 magazine and advertise for free childcare places and share photographs of the work we do with our children.

Our volunteers and students are always valued in our nursery and play an important role in interacting with children. We appreciate their help, and they make a huge difference when they can work with some of the children on a 1:1 basis. Our two volunteers have taken up roles in supporting children with special needs, this is term time only and is paid through extra funding from the SEN department.

Every Tuesday morning term time only we continue to offer playgroup sessions for the community. This is working well where parents, babies and toddlers can enjoy a wide range of activities in the hall.

We have had regular visitors from Bradford Learning Alliance, Bradford under Five's Association, Baby Ballet, incredible years etc, who have been interested in meeting the group and offering their services and talking to parents.

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Community Development Activities

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

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

Community (Urban Parish) Council

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

Community Development

A variety of Neighbourhood Associations, Sports clubs and the Faith Forum were supported throughout the year.

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FOR THE YEAR ENDED 31 MARCH 2022

Bike Library and Active Travel

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

- 16 bicycles donated to the bike library,
- 155 bicycles co-repaired and maintained at the workshop (133 of which belonged to children and 22 that belonged to adults).
- 725 bicycles were loaned (592 through activities including Bikeability and Learn to Rides and 133 that were loaned to individuals).
- 8 volunteers engaged who contributed 552 hours of time.

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

In addition, as previously, School Striders Project geared up to deliver in our local primary schools in partnership with Cecil Green Arts, funded through the Clinical Commissioning Groups (CCGs) in Community Partnership 6 (CP6). The benefits included: children and families being more active due to walking short journeys, better air quality as cars journeys were being replaced by walking, cycling and scooting to schools and parents spending a little more time outdoors with their children.

Digital Inclusion

Through extensive work with local organisations, partners and the establishment of new and interesting networks, Bradford Trident has continued its work on digital inclusion with support from Good Things Foundation.

Work undertaken through the Log On, Check In, Move Up (LOCIMU) partnership supported hundreds of local people from all ages and backgrounds. The work involved GCSE tutoring, provision of internet access, 121 volunteer support on using the internet for improving skills and confidence, debt, housing, benefits advice, counselling and support with school appeals.

Thanks to funding from the Scheinberg Relief Fund via the Good Things Foundation the Connect Up project sought to support 52 individuals representing the most marginalised, the elderly, with support through 1:1 volunteering. Support was provided in the home and through other interventions we made via the CLICS team and Healthy Lifestyles Project. This has reduced digital exclusion, loneliness and isolation in over 55s by helping them increase their digital skills and confidence.

As part of supporting the digitally divided, we have also secured and given away 151 sim cards distributed to those in need, thanks to O2 and Vodafone for the free data via the National Databank.

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Healthy Lifestyles Project and Central Locality Integrated Care Service

The Healthy Lifestyles Project delivers:

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

The period saw the project coming out of Covid 19 and the national lockdowns, which meant that groups were starting to get back up and people took some time to adjust back to 'business as usual'.

The year in figures:

Attendees at Healthy Lifestyles weekly /monthly groups.

Seniors lunch clubs: 25 individuals per week over 49 weeks = 1,225 attendances

Women's group: 18 individuals per week over 48 weeks = 816 attendances

Food Hub: up to 30 individuals per month over 11 months = 330 attendances

Wellbeing Café: 30 individuals per month over 12 months = 360 attendances

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

There were some changes to the Central Locality Integrated Care Service contracts which meant that the funding for the social prescribers moved over to a district wide provider. This was a bit difficult as it inhibited the projects connection to local GP surgeries.

The volunteering co-ordination project has improved with the ease of lock down. 8 volunteers were recruited and they were involved in a range of activities, including; supporting the women's group, running the theory driving sessions and supporting with holiday schemes. Jointly they contributed over 250 hours of their time to the projects. Each of those volunteers participated in some form of training, including: Royal Society Public Health level 1, Making every Contact Count, Mental Health First Aid and various online courses such as safeguarding.

Community Development carried on supporting and establishing groups within the community that improve individual's well-being, including setting up and supporting a women's driving theory group. This is run by a volunteer and supports around 8 women.

End of Life befriending programme supported individuals in their last year of life, as well as their families/carers. This was delivered by providing one to one support, befriending programme and Well-Being café. Referrals were slow with 4 people received befriending support.

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Enterprise Support

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

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

Achievements this year:

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

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

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

For the year ahead we have been successful in winning Enterprise Coaching funding to grow our enterprise support offer further, fully funded by Bradford Council.

Bradford Trident Property Investment Portfolio

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Related Parties:

Bradford Trident Trading company - wholly owned subsidiary

In 2005 the charity set up a wholly owned trading subsidiary Bradford Trident Trading Limited (BTT) to manage land development opportunities in the area, thus the principal activity of this company limited by guarantee is the trading of investment properties. Further details about the results of BTT are contained in notes 19 and 20 to the financial statements. As part of its long term strategy Bradford Trident has invested in property. Surpluses generated by BTT are gifted to Bradford Trident and used for community benefit. The overall business plan for Bradford Trident includes earned income from other contracts and commissions, with a dual purpose of providing services which are of benefit to the local community whilst also contributing to the overheads and running costs of the organisation.

Arise Yorkshire Limited – 4-way joint venture

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

Bradford Community Energy – part share holder

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

Financial review

The report indicates that Bradford Trident remains in a healthy financial position with £6,722,159 (£6,458,320 in 2021) of Total Net Assets held by the charity group at the end of the reporting period. Of these £5,547,723 are fixed assets and a further £408,895 are restricted funds. The unrestricted reserve policy target is £455,000 made up of:

- redundancy reserve £177,000;
- five months operating costs £248,000;
- Buildings reserve £30,000;

Plus designated fund of:

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

The remaining free reserves, £541 are available to the charity to explore new service activities or other income generation. Consequently the Board of trustees have no hesitation in declaring the charity to be a going concern.

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

External funds

The Board of trustees are grateful for the contributions amounting to £7,142,795 in the financial year 2021/22. External funds are pursued to supplement community service delivery costs.

As of 31 March 2022, a balance of £293,143 of restricted National Lottery Fund monies for the Better Start Bradford programme was held. The period saw the Better Start Bradford enter year seventh of a ten year, £49million funding window. The programme identifies champions and embeds services and practices that enable the very young to benefit from the best possible start in life through improving children's social and emotional development; communication and language development and nutrition. It is founded on a multi-sector partnership approach and draws upon pooled resources.

External Funding bodies 2021/2022	£
General External fund (see Note 3 Donations and legacies)	220,555
<u>Better Start Bradford External Funds</u>	
National Lottery Fund Grant – Fulfilling Lives: A Better Start	5,670,086
National Lottery Fund Grant – Fulfilling Lives: A Better Start Capital	689,162
Bradford District Care Foundation Trust – BSB match	40,881
West Yorkshire Police – BSB match	50,303
Bradford Council Early Childhood Services – BSB match	180,000
Bradford Council Public Health – BSB match	18,267
NHS Bradford & Districts CCG – BSB match	156,270
BSB Sub Total	6,804,969
Grand Total	7,025,524

Risk

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

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

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

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Plans for Future Periods,

The period has seen Trident continue to respond to the Covid-19 crisis and the nervous resumption of community activity following the roll out of the Covid-vaccinate jabs.

Trident continues to make progress towards becoming net-zero and has committed to be a UN SME Climate Hub. Development of an Air Sourced Heat Pump system at Park Lane was stalled by Covid but has been resumed. Once the approach has been tested, it is intended to roll out similar technology across the Trident estate linked with building materials improvements to improve insulation and air tightness.

Next year will see the results of several partnership commission responses for interesting areas of work from Bradford Council including:

- Enterprise Coaching Service (with Participate and Impact Hub)
- Adverse Childhood Experiences, Trauma and Resilience (ATR) workforce awareness training (with the Wave Trust).

Also a new service to support and encourage young families to enjoy recently enhanced local green spaces via a commission from Better Start Bradford called Better Places.

Finally Trident are seeking to expand our Active Travel work, promotion sustainable travel in the neighbourhood and to enhance the digital connectivity of the neighbourhood to assist residents maximise the benefits of increasing digital services.

Development and commitment to our local Community (Health) Partnership, Horton and City Health Collaboration continues with local partners across the VCS along with GP practices, Hospital services, the Care Trust, Social Services and Local Area Officers. This is part of an emerging strategy in Bradford and nationally to devolve resources to localities to address the wider determinates to health through prevention work and so reduce health inequalities. We are delighted to be involved in this work for Little Horton.

The coming year will see:

- Continue to build local grassroots health ecosystem including sports and physical activity.
- Demonstrate the worth of the Central Locality Integrated Care Services and Roma Connect partnership with renewal of RIC commissions.
- Re-establish Enterprise Coaching service with delivery partners Participate and Impact Hub.
- Development of an Urban Cricket Centre at the Parkside Sports Centre as part of the implementation of the England Cricket Board's Connecting with South Asian Communities strategy and with additional investment from a number of significant funders.
- Further integration of Better Start Bradford's programmes into local children's and maternity services, alongside further innovation and expansion of community engagement and community led projects.
- Establish the ATR training programme.
- Establish Better Places as a Trident project.
- Secure an Active Travel Hub for Little Horton.

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

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

BRADFORD TRIDENT LIMITED

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

FOR THE YEAR ENDED 31 MARCH 2022

Structure, governance and management

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

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

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

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

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

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

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

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

Auditor

BRADFORD TRIDENT LIMITED

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

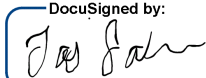
FOR THE YEAR ENDED 31 MARCH 2022

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

Disclosure of information to auditor

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

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

DocuSigned by:

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Cllr Taj Salam - Chair

Dated: 21 December 2022

BRADFORD TRIDENT LIMITED

STATEMENT OF TRUSTEES RESPONSIBILITIES

FOR THE YEAR ENDED 31 MARCH 2022

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

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

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

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

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

BRADFORD TRIDENT LIMITED

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF BRADFORD TRIDENT LIMITED

Opinion

We have audited the financial statements of Bradford Trident Limited (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 March 2022 which comprise the group statement of financial activities, the group balance sheet, the charity balance sheet, the group statement of cash flows, the charity statement of cash flows the statement of financial activities, the balance sheet, the statement of cash flows and the notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and the parent charitable company's affairs as at 31 March 2022 and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

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

Conclusions relating to going concern

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

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

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

Other information

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

We have nothing to report in this regard.

BRADFORD TRIDENT LIMITED

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

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

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

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

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

Responsibilities of Trustees

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

Auditor's responsibilities for the audit of the financial statements

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

The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.

BRADFORD TRIDENT LIMITED

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

Capability of the audit in detecting irregularities, including fraud

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

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

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

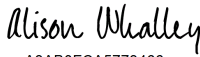
There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement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

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

Use of our report

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

DocuSigned by:


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

21 December 2022

Chartered Accountants
Statutory Auditor

Carlton House
Grammar School Street
Bradford
BD1 4NS

BRADFORD TRIDENT LIMITED

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 MARCH 2022

		Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
	Notes						
<u>Income and endowments from:</u>							
Donations and legacies	3	122,525	7,024,802	7,147,327	164,521	6,371,176	6,535,697
Charitable activities	4	158,859	-	158,859	158,001	13,690	171,691
Share of joint venture	4	-	722	722	-	10,357	10,357
Investments	5	678,011	-	678,011	600,624	-	600,624
Other income	6	47,487	-	47,487	3,297	-	3,297
Total income		1,006,882	7,025,524	8,032,406	926,443	6,395,223	7,321,666
<u>Expenditure on:</u>							
Raising funds	7	228,451	-	228,451	244,713	-	244,713
Charitable activities	8	906,258	6,742,208	7,648,466	481,134	6,397,945	6,879,079
Total resources expended		1,134,709	6,742,208	7,876,917	725,847	6,397,945	7,123,792
Net gains/(losses) on investments	14	108,350	-	108,350	-	-	-
Net (expenditure)/income for the year/ Net movement in funds		(19,477)	283,316	263,839	200,596	(2,722)	197,874
Fund balances at 1 April 2021		4,687,369	1,770,951	6,458,320	4,486,773	1,773,673	6,260,446
Fund balances at 31 March 2022		4,667,892	2,054,267	6,722,159	4,687,369	1,770,951	6,458,320

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

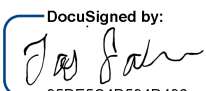
All income and expenditure derive from continuing activities.

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

BRADFORD TRIDENT LIMITED**GROUP BALANCE SHEET****AS AT 31 MARCH 2022**

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	15		1,829,273		1,859,298
Investment properties	17		3,351,919		3,243,569
Investments	18		3,750		3,750
Programme related investments	16		362,781		362,059
			<u>5,547,723</u>		<u>5,468,676</u>
Current assets					
Debtors	21	627,740		417,963	
Cash at bank and in hand		4,461,743		3,434,346	
		<u>5,089,483</u>		<u>3,852,309</u>	
Creditors: amounts falling due within one year	22	<u>(3,915,047)</u>		<u>(2,862,665)</u>	
Net current assets			<u>1,174,436</u>		<u>989,644</u>
Total assets less current liabilities			<u><u>6,722,159</u></u>		<u><u>6,458,320</u></u>
Income funds					
Restricted funds	24		2,054,267		1,770,951
<u>Unrestricted funds</u>					
Designated funds	23	765,000		809,000	
General unrestricted funds		3,902,892		3,878,369	
			<u>4,667,892</u>		<u>4,687,369</u>
	24		<u><u>6,722,159</u></u>		<u><u>6,458,320</u></u>

The accounts were approved by the Trustees on 21 December 2022

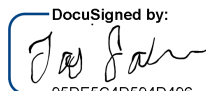
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 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**CHARITY BALANCE SHEET****AS AT 31 MARCH 2022**

	Notes	2022		2021	
		£	£	£	£
Fixed assets					
Tangible assets	15		1,829,273		1,859,298
Investment properties	17		3,351,919		3,243,569
Investments	17		3,850		3,850
			<u>5,185,042</u>		<u>5,106,717</u>
Current assets					
Debtors	21	654,383		415,532	
Cash at bank and in hand		4,428,871		3,430,549	
		<u>5,083,254</u>		<u>3,846,081</u>	
Creditors: amounts falling due within one year	22	<u>(3,913,783)</u>		<u>(2,861,401)</u>	
Net current assets			<u>1,169,471</u>		<u>984,680</u>
Total assets less current liabilities			<u><u>6,354,513</u></u>		<u><u>6,091,397</u></u>
Income funds					
Restricted funds	23		1,691,486		1,408,892
<u>Unrestricted funds</u>					
Designated funds	23	765,000		809,000	
General unrestricted funds		<u>3,898,027</u>		<u>3,873,505</u>	
			<u>4,663,027</u>		<u>4,682,505</u>
	24		<u><u>6,354,513</u></u>		<u><u>6,091,397</u></u>

The accounts were approved by the Trustees on 21 December 2022

DocuSigned by:

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 Cllr Taj Salam - Chair
 Trustee

Company Registration No. 04084653

BRADFORD TRIDENT LIMITED**STATEMENT OF CASH FLOWS****FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	31		(42,394)		601,470
Investing activities					
Purchase of tangible fixed assets		(8,220)		(7,119)	
Proceeds on disposal of tangible fixed assets		-		57,000	
Purchase of investments		-		(3,750)	
Investment income received		678,011		600,624	
Net cash generated from investing activities			669,791		646,755
Financing activities					
Repayment of bank loans		400,000		-	
Net cash generated from/(used in) financing activities			400,000		-
Net increase in cash and cash equivalents			1,027,397		1,248,225
Cash and cash equivalents at beginning of year			3,434,346		2,186,121
Cash and cash equivalents at end of year			4,461,743		3,434,346

BRADFORD TRIDENT LIMITED**CHARITY STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 MARCH 2022**

	Notes	2022 £	£	2021 £	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	31		(71,464)		601,568
Investing activities					
Purchase of tangible fixed assets		(8,220)		(7,119)	
Proceeds on disposal of tangible fixed assets		-		57,000	
Purchase of investments		-		(3,750)	
Investment income recieved		678,006		600,622	
Net cash generated from investing activities			669,786		646,753
Financing activities					
Proceeds from borrowings		400,000		-	
Net cash generated from/(used in) financing activities			400,000		-
Net increase in cash and cash equivalents			998,322		1,248,321
Cash and cash equivalents at beginning of year			3,430,549		2,182,228
Cash and cash equivalents at end of year			4,428,871		3,430,549

BRADFORD TRIDENT LIMITED

CHARITY STATEMENT OF CASH FLOWS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

1 Critical accounting estimates and judgements

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

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

2 Accounting policies

Company information

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

2.1 Accounting convention

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

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

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

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

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

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

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

2.2 Going concern

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

2.3 Charitable funds

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

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

2.4 Incoming resources

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

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

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

2.5 Resources expended

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

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

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

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

2.6 Tangible fixed assets

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

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

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

2.7 Investment properties

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

2.8 Fixed asset investments

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

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

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

2.9 Impairment of fixed assets

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

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

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

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

2.10 Cash and cash equivalents

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

2 Accounting policies

(Continued)

2.11 Financial instruments

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

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

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

Basic financial assets

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

Basic financial liabilities

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

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

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

Derecognition of financial liabilities

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

2.12 Employee benefits

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

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****3 Donations and legacies**

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2022	2022	2022	2021	2021	2021
	£	£	£	£	£	£
Donations and gifts	4,532	-	4,532	24	-	24
Government grants	117,993	7,024,802	7,142,795	164,497	6,371,176	6,535,673
	<u>122,525</u>	<u>7,024,802</u>	<u>7,147,327</u>	<u>164,521</u>	<u>6,371,176</u>	<u>6,535,697</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****3 Donations and legacies****(Continued)****Grants receivable for core activities**

Betterstart - The National Lottery Community Fund	-	6,804,969	6,804,969	-	6,187,456	6,187,456
Sport England	-	-	-	-	8,709	8,709
Bradford Council - Preschool Funding	53,521	-	53,521	77,448	-	77,448
Bradford MDC Small Business Grants	12,000	-	12,000	50,143	-	50,143
HMRC Job Retention Scheme	16,472	-	16,472	36,906	-	36,906
Morrisons Charitable Foundation	-	-	-	-	7,950	7,950
Transforming Lives for Good	-	-	-	-	5,630	5,630
Test & Trace Community Engagement	-	50	50	-	7,500	7,500
Bradford MDC Community Action	-	-	-	-	22,500	22,500
Bradford MDC Cleaner Streets	-	-	-	-	2,000	2,000
Power to Change - CCLORS	-	6,000	6,000	-	98,000	98,000
Winter Food Scheme	-	-	-	-	4,331	4,331
Sovereign Healthcare Community Fund	-	-	-	-	10,000	10,000
Community Council Food Bank	-	-	-	-	3,000	3,000
Bradford MDC Hub Development	-	-	-	-	7,500	7,500
Bradford MDC Holiday Hunger	-	8,613	8,613	-	6,600	6,600
Good things foundation	-	2,620	2,620	-	-	-
Resilience and Recovery Grant	-	100,000	100,000	-	-	-
Power to Change - Business Development Support	-	8,000	8,000	-	-	-
Arnold Clark Community Fund	-	1,000	1,000	-	-	-
NHS Charities Together - Leeds Hospital Charity	-	29,546	29,546	-	-	-
Holiday Activities & Food (HAFS)	-	9,587	9,587	-	-	-
Bradford MDC - Climate Action Fund	-	2,000	2,000	-	-	-
NLCF - Play Bradford Partnership	-	7,344	7,344	-	-	-
Dream Big Trust (Parkside)	-	500	500	-	-	-
Bradford Council Disability Grant (Parkside)	-	25,000	25,000	-	-	-
Community Anchors and Wide Determinants Research	-	250	250	-	-	-
Household Support Fund	-	1,037	1,037	-	-	-
Skipton Building Society Charitable Foundation Parkside	-	3,000	3,000	-	-	-
Warburtons Community Grants	-	400	400	-	-	-
Bradford Council Grant - Enterprise Support Programme	-	14,886	14,886	-	-	-
HM Government	36,000	-	-	-	-	-
	<u>117,993</u>	<u>7,024,802</u>	<u>7,106,795</u>	<u>164,497</u>	<u>6,371,176</u>	<u>6,535,673</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

4 Charitable activities

	Charitable activities 2022 £	Share of joint venture 2022 £	Total 2022 £	Charitable activities 2021 £	Share of joint venture 2021 £	Total 2021 £
Sales within charitable activities	158,859	-	158,859	158,001	-	158,001
Performance related grants	-	-	-	13,690	-	13,690
Other income	-	722	722	-	10,357	10,357
	<u>158,859</u>	<u>722</u>	<u>159,581</u>	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>
Analysis by fund						
Unrestricted funds	158,859	-	158,859	158,001	-	158,001
Restricted funds	-	722	722	13,690	10,357	24,047
	<u>158,859</u>	<u>722</u>	<u>159,581</u>	<u>171,691</u>	<u>10,357</u>	<u>182,048</u>
Performance related grants						
Healthy Lifestyles	-	-	-	13,690	-	13,690
	<u>-</u>	<u>-</u>	<u>-</u>	<u>13,690</u>	<u>-</u>	<u>13,690</u>

5 Investments

	Unrestricted funds 2022 £	Unrestricted funds 2021 £
Rental income	676,894	596,662
Interest receivable	1,117	3,962
	<u>678,011</u>	<u>600,624</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**6 Other income**

	Unrestricted funds	Unrestricted funds
	2022	2021
	£	£
Net gain on disposal of tangible fixed assets	-	664
Sundry income	47,487	2,633
	<u>47,487</u>	<u>3,297</u>

7 Raising funds

	2022	2021
	£	£
<u>Fundraising and publicity</u>		
Agency cover	26,964	-
Staff costs	201,487	244,713
	<u>228,451</u>	<u>244,713</u>
Fundraising and publicity	<u>228,451</u>	<u>244,713</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**8 Charitable activities**

	2022	2021
	£	£
Staff costs	1,178,609	1,153,786
Project costs	5,815,756	5,202,719
	<u>6,994,365</u>	<u>6,356,505</u>
Grant funding of activities (see note 9)	-	18,750
Share of support costs (see note 10)	628,307	470,153
Share of governance costs (see note 10)	25,794	33,671
	<u>7,648,466</u>	<u>6,879,079</u>
Analysis by fund		
Unrestricted funds	906,258	481,134
Restricted funds	6,742,208	6,397,945
	<u>7,648,466</u>	<u>6,879,079</u>

9 Grants payable

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****10 Support costs**

	Support costs	Governance costs	2022	Support costs	Governance costs	2021
	£	£	£	£	£	£
Staff costs	-	15,560	15,560	-	23,395	23,395
Printing, postage, stationery and design	7,219	-	7,219	9,557	-	9,557
Repairs	84,150	-	84,150	61,812	-	61,812
Property expenses	337,976	-	337,976	271,276	-	271,276
Office costs	74,661	-	74,661	77,307	-	77,307
Other staff costs	7,019	-	7,019	22,897	-	22,897
Bad debts	10,935	-	10,935	(3,180)	-	(3,180)
Legal and professional fees	51,325	-	51,325	26,277	-	26,277
Bank charges and interest	36,317	-	36,317	199	-	199
Irrecoverable VAT	13,427	-	13,427	-	-	-
Sundry expenses	5,278	-	5,278	4,008	-	4,008
Audit fees	-	9,750	9,750	-	9,550	9,550
Meeting costs	-	424	424	-	600	600
Printing, postage and stationery	-	-	-	-	113	113
Training costs	-	-	-	-	13	13
Sundry expenses	-	60	60	-	-	-
	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>
Analysed between						
Charitable activities	<u>628,307</u>	<u>25,794</u>	<u>654,101</u>	<u>470,153</u>	<u>33,671</u>	<u>503,824</u>

Governance costs includes payments to the auditors of £9,250 (2021- £9,550) for audit fees.

11 Taxation

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**12 Employees****Number of employees**

The average monthly number of employees during the year was:

	2022	2021
	Number	Number
Project staff	47	44
Management and administration	14	14
	<u>61</u>	<u>58</u>

Employment costs

	2022	2021
	£	£
Wages and salaries	1,254,665	1,245,000
Social security costs	67,431	92,114
Other pension costs	73,560	84,780
	<u>1,395,656</u>	<u>1,421,894</u>

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

	2022	2021
	Number	Number
£60,001 - £70,000	<u>2</u>	<u>2</u>

Contributions totalling £8,211 (2021: £4,086) were made to defined contribution pension schemes on behalf of employees whose emoluments exceed £60,000.

13 Trustees

None of the Trustees (or any persons connected with them) received any remuneration or benefits from the Charity during the current or prior financial year. Telephone expenses totalling £424 were reimbursed to one trustee (2021: telephone expenses of £600 to one trustee).

14 Net gains/(losses) on investments

	2022	2021
	£	£
Revaluation of investment properties	<u>108,350</u>	<u>-</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**15 Tangible fixed assets - Group and Charity**

	Freehold buildings	Fixtures, fittings and office equipment	Total
	£	£	£
Cost			
At 1 April 2021	1,886,962	137,415	2,024,377
Additions	-	8,220	8,220
	<u>1,886,962</u>	<u>145,635</u>	<u>2,032,597</u>
At 31 March 2022	1,886,962	145,635	2,032,597
	<u>1,886,962</u>	<u>145,635</u>	<u>2,032,597</u>
Depreciation and impairment			
At 1 April 2021	76,499	88,580	165,079
Depreciation charged in the year	29,069	9,176	38,245
	<u>105,568</u>	<u>97,756</u>	<u>203,324</u>
At 31 March 2022	105,568	97,756	203,324
	<u>105,568</u>	<u>97,756</u>	<u>203,324</u>
Carrying amount			
At 31 March 2022	1,781,394	47,879	1,829,273
	<u>1,781,394</u>	<u>47,879</u>	<u>1,829,273</u>
At 31 March 2021	1,810,463	48,835	1,859,298
	<u>1,810,463</u>	<u>48,835</u>	<u>1,859,298</u>

16 Programme related investments

	£
At 1 April 2021	362,059
Additions	722
	<u>362,781</u>
At 31 March 2022	<u>362,781</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 2022**17 Investment property - Group and Charity**

	2022
	£
Fair value	
At 1 April 2021	3,243,569
Net gains or losses through fair value adjustments	108,350
	<hr/>
At 31 March 2022	3,351,919
	<hr/> <hr/>

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

18 Fixed asset investments - Group

	2022	2021
	£	£
Unlisted investments	3,750	3,750
	<hr/>	<hr/>
	3,750	3,750
	<hr/> <hr/>	<hr/> <hr/>

Movements in fixed asset investments

	Shares
	£
Cost or valuation	
At 1 April 2020 & 31 March 2021	3,750
	<hr/>
Carrying amount	
At 31 March 2022	3,750
	<hr/> <hr/>
At 31 March 2021	3,750
	<hr/> <hr/>

17 Fixed asset investments - Charity

	2022	2021
	£	£
Investments in subsidiaries	100	100
Unlisted investments	3,750	3,750
	<hr/>	<hr/>
	3,850	3,850
	<hr/> <hr/>	<hr/> <hr/>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****20 Subsidiaries**

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

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

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

21 Debtors

	Group		Charity	
	2022	2021	2022	2021
Amounts falling due within one year:	£	£	£	£
Trade debtors	230,219	212,076	230,218	212,075
Amounts due from subsidiary undertakings	-	-	26,643	22,235
Other debtors	910	1,210	910	1,210
Prepayments and accrued income	396,611	204,677	254,955	180,012
	<u>627,740</u>	<u>417,963</u>	<u>512,726</u>	<u>415,532</u>

22 Creditors: amounts falling due within one year

	Group		Charity	
	2022	2021	2022	2021
	£	£	£	£
Loans and overdrafts	400,000	-	400,000	-
Other taxation and social security	11,548	32,916	11,548	32,916
Trade creditors	2,713,922	735,818	2,713,922	735,818
Other creditors	1,084	1,084	1,084	1,084
Accruals	788,493	2,092,847	786,729	2,091,583
	<u>3,915,047</u>	<u>2,862,665</u>	<u>3,913,283</u>	<u>2,861,401</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

23 Designated funds - Group and Charity

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

	Balance at 1 April 2020	Transfers	Balance at 1 April 2021	Transfers	Balance at 31 March 2022
	£	£	£	£	£
Investment Property Development Fund	250,000	40,000	290,000	(70,000)	220,000
Carbon Reduction Fund	93,000	-	93,000	(3,000)	90,000
Redundancy Fund	-	148,000	148,000	29,000	177,000
Contingency Fund	-	248,000	248,000	-	248,000
Buildings Reserve	-	30,000	30,000	-	30,000
	<u>343,000</u>	<u>466,000</u>	<u>809,000</u>	<u>(44,000)</u>	<u>765,000</u>

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

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

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

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

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

24 Restricted funds - Group

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

	Movement in funds			Movement in funds			Balance at 31 March 2022 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Better Start	22,878	6,187,456	(6,204,470)	5,864	6,804,969	(6,517,690)	293,143
Hub Development	-	7,500	(7,500)	-	-	-	-
Digital Inclusion	-	-	-	-	2,620	(2,620)	-
Food bank	-	27,511	(27,511)	-	-	-	-
Bike Library/ Bike Friendly Business	-	-	-	-	1,000	(1,000)	-
Business Development Support	-	-	-	-	8,000	(8,000)	-
Holiday Play Provision	-	-	-	-	16,878	(16,878)	-
Healthy Lifestyles	-	13,690	(13,690)	-	-	-	-
Leeds Hospital Charity	-	-	-	-	24,888	(24,888)	-
Climate Change	-	-	-	-	2,000	(2,000)	-
Sports Hall capital spend	110,250	10,000	(2,250)	118,000	-	(2,250)	115,750
Hub Development	-	-	-	-	5,244	(5,244)	-
Community Shares Booster Programme	10,000	-	(10,000)	-	-	-	-
Parkside	-	-	-	-	131,000	(131,000)	-
Information Collection & Dissemination	-	-	-	-	250	(250)	-
ROMA Connect	-	-	-	-	4,658	(4,658)	-
Enterprise Support	-	-	-	-	14,886	(14,886)	-
Sport England	-	8,709	(8,709)	-	-	-	-
Household support	-	-	-	-	2,359	(2,359)	-
Test & Trace Community Engagement	-	7,500	(7,500)	-	50	(50)	-
BCE Investment in Shares	-	22,500	(18,750)	3,750	-	-	3,750
Cleaner Streets	-	2,000	(2,000)	-	-	-	-
Log In, Check In, Move Up	-	98,000	(95,565)	2,435	6,000	(8,435)	-
Arise Yorkshire Limited	351,702	10,357	-	362,059	722	-	362,781

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****24 Restricted funds - Group****(Continued)**

<u>1,773,673</u>	<u>6,395,223</u>	<u>(6,397,945)</u>	<u>1,770,951</u>	<u>7,025,524</u>	<u>(6,742,208)</u>	<u>2,054,267</u>
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Woodroyd and Park Lane relate to funds received from the European Regional Development Fund for work on the buildings. Should these properties be sold before 2023, the monies may be repayable.

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

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

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

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

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

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

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

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

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

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

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)****FOR THE YEAR ENDED 31 MARCH 2022****25 Restricted funds - Charity**

	Movement in funds			Movement in funds			Balance at 31 March 2022 £
	Balance at 1 April 2020 £	Incoming resources £	Resources expended £	Balance at 1 April 2021 £	Incoming resources £	Resources expended £	
Woodroyd	520,442	-	-	520,442	-	-	520,442
Park Lane	758,401	-	-	758,401	-	-	758,401
Better Start	22,878	6,187,456	(6,204,470)	5,864	6,804,969	(6,517,690)	293,143
Hub Development	-	7,500	(7,500)	-	5,244	(5,244)	-
Digital Inclusion	-	-	-	-	2,620	(2,620)	-
Food bank	-	27,511	(27,511)	-	-	-	-
Bike Library/ Bike Friendly Business	-	-	-	-	1,000	(1,000)	-
Business Development support	-	-	-	-	8,000	(8,000)	-
Holiday Play Provision	-	-	-	-	16,878	(16,878)	-
Healthy Lifestyles	-	13,690	(13,690)	-	-	-	-
Leeds Hospital Charity	-	-	-	-	24,888	(24,888)	-
Climate Change	-	-	-	-	2,000	(2,000)	-
Sports Hall capital spend	110,250	10,000	(2,250)	118,000	-	(2,250)	115,750
Community Shares Booster Programme	10,000	-	(10,000)	-	-	-	-
Parkside	-	-	-	-	131,000	(131,000)	-
Community Anchor 'Information Collection & Dissemination	-	-	-	-	250	(250)	-
ROMA Connect	-	-	-	-	4,658	(4,658)	-
Enterprise Support	-	-	-	-	14,886	(14,886)	-
Sport England	-	8,709	(8,709)	-	-	-	-
Household Support	-	-	-	-	2,359	(2,359)	-
Test & Trace Community Engagement	-	7,500	(7,500)	-	50	(50)	-
BCE Investment in Shares	-	22,500	(18,750)	3,750	-	-	3,750
Cleaner Streets	-	2,000	(2,000)	-	-	-	-
Log In, Check In, Move Up	-	98,000	(95,565)	2,435	6,000	(8,435)	-
	<u>1,773,673</u>	<u>6,384,866</u>	<u>6,397,945</u>	<u>1,408,892</u>	<u>7,024,802</u>	<u>(6,742,208)</u>	<u>1,691,486</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022

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

The remuneration of key management personnel is as follows.

	2022	2021
	£	£
Aggregate compensation	149,615	130,020

There were no other disclosable related party transactions during the year (2021 - none).

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

27 Funds Funds - Group

	Movement in funds								
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Restricted funds	1,773,673	6,395,223	(6,397,945)	-	1,770,951	7,025,524	(6,742,208)	-	2,054,267
Designated funds	343,000	-	-	466,000	809,000	-	-	(44,000)	765,000
Unrestricted funds	4,143,773	926,443	(725,847)	(466,000)	3,878,369	1,194,388	(1,239,865)	70,000	3,902,892
	<u>6,260,446</u>	<u>7,321,666</u>	<u>(7,123,792)</u>	<u>-</u>	<u>6,458,320</u>	<u>8,219,912</u>	<u>(7,982,073)</u>	<u>26,000</u>	<u>6,722,159</u>

Funds - Charity

	Movement in funds								
	Balance at 1 April 2020	Incoming resources	Resources expended	Transfers	Balance at 31 March 2021	Incoming resources	Resources expended	Transfers	Balance at 31 March 2022
	£	£	£	£	£	£	£	£	£
Restricted funds	1,421,971	6,384,866	(6,397,945)	-	1,408,892	7,024,802	(6,742,208)	-	1,691,486
Designated funds	343,000	-	-	466,000	809,000	-	-	(44,000)	765,000
Unrestricted funds	4,138,909	926,441	(725,845)	(466,000)	3,873,505	1,163,025	(1,208,503)	70,000	3,898,027
	<u>5,903,880</u>	<u>7,311,307</u>	<u>(7,123,790)</u>	<u>-</u>	<u>6,091,397</u>	<u>8,187,827</u>	<u>7,950,711</u>	<u>26,000</u>	<u>6,354,513</u>

BRADFORD TRIDENT LIMITED

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2022

28 Analysis of net assets between funds - Group

	Unrestricted funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total Unrestricted funds 2022 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Fund balances at 31 March 2022 are represented by:							
Tangible assets	434,680	-	1,394,593	1,829,273	472,455	-	1,386,843
Investment properties	3,351,919	-	-	3,351,919	3,243,569	-	3,243,569
Investments	-	-	3,750	3,750	-	-	3,750
Programme related assets	-	-	362,781	362,781	-	-	362,059
Current assets/(liabilities)	116,293	765,000	293,143	1,174,436	162,345	809,000	989,644
	<u>3,902,892</u>	<u>765,000</u>	<u>2,054,267</u>	<u>6,722,159</u>	<u>3,878,369</u>	<u>809,000</u>	<u>1,770,951</u>
							<u>6,458,320</u>

29 Analysis of net assets between funds - Charity

	Unrestricted funds 2022 £	Designated funds 2022 £	Restricted funds 2022 £	Total 2022 £	Unrestricted funds 2021 £	Designated funds 2021 £	Restricted funds 2021 £	Total 2021 £
Tangible assets	434,680	-	1,394,593	1,829,273	472,455	-	1,386,843	1,859,298
Investment properties	3,351,919	-	-	3,351,919	3,243,569	-	-	3,243,569
Investments	100	-	3,750	3,850	100	-	3,750	3,850
Current assets/(liabilities)	111,328	765,000	293,143	1,169,471	157,381	809,000	18,299	984,680
	<u>3,898,027</u>	<u>765,000</u>	<u>1,691,486</u>	<u>6,354,513</u>	<u>3,873,505</u>	<u>809,000</u>	<u>1,408,892</u>	<u>6,091,397</u>

BRADFORD TRIDENT LIMITED**NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)**
FOR THE YEAR ENDED 31 MARCH 2022**30 Analysis of changes in net funds**

	At 1 April 2021 £	Cash flows At 31 March 2022 £	
Cash at bank and in hand	3,434,346	1,027,397	4,461,743
Loans falling due within one year	-	(400,000)	(400,000)
	<u>3,434,346</u>	<u>627,397</u>	<u>4,061,743</u>

31 Cash generated from operations - Group

	2022 £	2021 £
Surplus for the year	263,839	197,874
Adjustments for:		
Investment income recognised in profit or loss	(678,011)	(600,624)
Gain on disposal of tangible fixed assets	-	(664)
Fair value gains and losses on investment properties	(108,350)	-
Share of joint venture	(722)	(10,357)
Depreciation and impairment of tangible fixed assets	38,245	44,640
Movements in working capital:		
(Increase)/decrease in debtors	(209,777)	76,607
Increase in creditors	652,382	893,994
Cash (absorbed by)/generated from operations	<u>(42,394)</u>	<u>601,470</u>
Cash generated from operations - Charity	2022 £	2021 £
Surplus for the year	13,610	187,517
Adjustments for:		
Investment income recognised in profit or loss	(678,006)	(600,622)
Gain on disposal of tangible fixed assets	-	(664)
Depreciation and impairment of tangible fixed assets	38,245	44,640
Movements in working capital:		
(Increase)/decrease in debtors	(97,195)	76,703
Increase in creditors	651,882	893,994
Cash (absorbed by)/generated from operations	<u>(71,464)</u>	<u>601,568</u>