

REPORT OF THE DIRECTORS AND
FINANCIAL STATEMENTS FOR THE YEAR ENDED 31ST MARCH 2026
FOR
PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**CONTENTS OF THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2026**

	Page
Company Information	1
Report of the Directors	2
Report of the Independent Auditors	4
Income Statement	8
Balance Sheet	9
Notes to the Financial Statements	10
Detailed Income and Expenditure Account	13

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED**

**COMPANY INFORMATION
FOR THE YEAR ENDED 31ST MARCH 2026**

DIRECTORS:

P P Charalambous
A Moros
W R N Clayton
G Wong-Smith
S J Martin
R Tough

REGISTERED OFFICE:

1 Spring Street
London
W2 3RA

REGISTERED NUMBER:

05357332 (England and Wales)

AUDITORS:

Stein Richards
Chartered Accountants and Statutory Auditor
10 London Mews
Paddington
LONDON
W2 1HY

PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)

REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31ST MARCH 2026

The directors present their report with the financial statements of the company for the year ended 31st March 2026.

REVIEW OF BUSINESS

The results for the year and financial position of the company are as shown in the annexed financial statements.

The year ended 31 March 2026 which was the third year of PaddingtonNow BID's fifth term.

The BID has continued to focus on providing its core services comprised of security, allocation commercial recycling scheme, greening, cleaning, marketing campaigns, and events.

The BID has also expanded an office activation program through our events core service, the purpose is to enhance the service that serviced offices receive given their large levy contributions.

Staff have continued to be closely looking at how we not only make the most of current contracts, but expand upon them to ensure all sectors benefit from their levy contributions, this year this has also included applying for external grants to increase BID funds to invest in more projects to support levy payers.

Levy will continue to climb through 2026 as new builds continue to come into listing, and with the change to ratable value will see new hereditaments come above threshold. Budgets have been agreed for the next financial year.

DIRECTORS

The directors shown below have held office during the whole of the period from 1st April 2025 to the date of this report.

P P Charalambous
A Moros
W R N Clayton
G Wong-Smith
S J Martin

Other changes in directors holding office are as follows:

R Tough - appointed 7th October 2025

STATEMENT OF DIRECTORS' RESPONSIBILITIES

The directors are responsible for preparing the Report of the Directors and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

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

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company 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 company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**REPORT OF THE DIRECTORS
FOR THE YEAR ENDED 31ST MARCH 2026**

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITORS

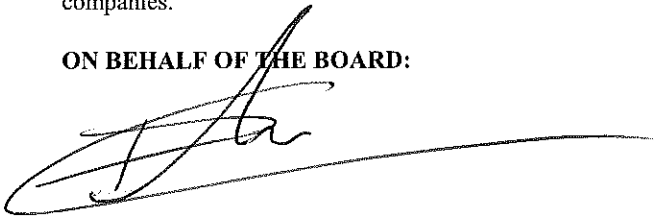
So far as the directors are aware, there is no relevant audit information (as defined by Section 418 of the Companies Act 2006) of which the company's auditors are unaware, and each director has taken all the steps that he or she ought to have taken as a director in order to make himself or herself aware of any relevant audit information and to establish that the company's auditors are aware of that information.

AUDITORS

The auditors, Stein Richards, will be proposed for re-appointment at the forthcoming Annual General Meeting.

This report has been prepared in accordance with the provisions of Part 15 of the Companies Act 2006 relating to small companies.

ON BEHALF OF THE BOARD:

A handwritten signature in black ink, appearing to be 'P P Charalambous', written over a horizontal line.

P P Charalambous - Director

9th June 2026

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED

Opinion

We have audited the financial statements of Paddington Business Improvement District Limited (the 'company') for the year ended 31st March 2026 which comprise the Income Statement, Balance Sheet and Notes to the Financial Statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 company's affairs as at 31st March 2026 and of its surplus 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 Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the company 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 directors' 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 company'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 directors with respect to going concern are described in the relevant sections of this report.

Other information

The directors are responsible for the other information. The other information comprises the information in the Report of the Directors, but does not include the financial statements and our Report of the Auditors thereon.

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.

In connection with our audit of the financial statements, 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 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.

Opinions on other matters prescribed by the Companies Act 2006

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

- the information given in the Report of the Directors for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Report of the Directors has been prepared in accordance with applicable legal requirements.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED

Matters on which we are required to report by exception

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 Report of the Directors.

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

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption from the requirement to prepare a Strategic Report or in preparing the Report of the Directors.

Responsibilities of directors

As explained more fully in the Statement of Directors' Responsibilities set out on page two, the directors 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 directors determine 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED

Auditors' 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 a Report of the Auditors 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:

Discussions were held with and enquiries made of, management and those charged with governance with a view to identifying those laws and regulations that could be expected to have a material impact on the financial statements. During the engagement team briefing the outcomes of these enquiries were discussed, as well as consideration as to where and how fraud may occur in the entity.

It was agreed the laws and regulations considered to have a direct effect on the financial statements include Financial Reporting Standards, company law and UK tax legislation. It is considered that there are no laws and regulations for which non-compliance may be fundamental to the operating aspects of the business.

Audit procedures undertaken in response to the potential risks relating to irregularities (which include fraud and non-compliance with laws and regulations) comprised of: inquiries of management and those charged with governance as to whether the entity complies with such laws and regulations; enquiries with the same concerning any actual or potential litigation or claims; inspection of relevant legal correspondence; review of board minutes; testing the appropriateness of entries in the nominal ledger, including journal entries; reviewing transactions around the end of the reporting period; and the performance of analytical procedures to identify unexpected movements in account balances which may be indicative of fraud.

No instances of material non-compliance were identified. However, the likelihood of detecting irregularities, including fraud, is limited by the inherent difficulty in detecting irregularities, the effectiveness of the entity's controls, and the nature, timing and extent of the audit procedures performed. Irregularities that result from fraud might be inherently more difficult to detect than irregularities that result from error. As explained above, there is an unavoidable risk that material misstatements may not be detected, even though the audit has been planned and performed in accordance with the relevant auditing standards.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at www.frc.org.uk/auditorsresponsibilities. This description forms part of our Report of the Auditors.

REPORT OF THE INDEPENDENT AUDITORS TO THE MEMBERS OF
PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in a Report of the Auditors 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.

Robert Nissen F.C.A. (Senior Statutory Auditor)
for and on behalf of Stein Richards
Chartered Accountants and Statutory Auditor
10 London Mews
Paddington
LONDON
W2 1HY



9th June 2026

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**INCOME STATEMENT
FOR THE YEAR ENDED 31ST MARCH 2026**

	Notes	31.3.26 £	31.3.25 £
TURNOVER		977,822	865,802
Cost of sales		<u>696,915</u>	<u>609,800</u>
GROSS SURPLUS		280,907	256,002
Administrative expenses		<u>108,063</u>	<u>97,445</u>
		172,844	158,557
Other operating income		<u>16,154</u>	<u>3,000</u>
OPERATING SURPLUS	5	188,998	161,557
Interest receivable and similar income		<u>361</u>	<u>440</u>
SURPLUS BEFORE TAXATION		189,359	161,997
Tax on surplus		<u>69</u>	<u>84</u>
SURPLUS FOR THE FINANCIAL YEAR		<u>189,290</u>	<u>161,913</u>

The notes form part of these financial statements

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**BALANCE SHEET
31ST MARCH 2026**

	Notes	31.3.26 £	£	31.3.25 £	£
FIXED ASSETS					
Tangible assets	6		5,890		13,538
CURRENT ASSETS					
Debtors	7	97,014		169,867	
Cash at bank		586,911		468,372	
		<u>683,925</u>		<u>638,239</u>	
CREDITORS					
Amounts falling due within one year	8	128,771		280,023	
NET CURRENT ASSETS			<u>555,154</u>		<u>358,216</u>
TOTAL ASSETS LESS CURRENT LIABILITIES			<u>561,044</u>		<u>371,754</u>
RESERVES					
Income and expenditure account			<u>561,044</u>		<u>371,754</u>
			<u>561,044</u>		<u>371,754</u>

The financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved and authorised for issue by the Board of Directors and authorised for issue on 9th June 2026 and were signed on its behalf by:



P P Charalambous - Director

The notes form part of these financial statements

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31ST MARCH 2026**

1. NEW AND REVISED ACCOUNTING STANDARDS

On 27 March 2024, the FRC issued Amendments to FRS 102. The effective date for most amendments is accounting periods beginning on or after 1 January 2026, with earlier adoption permitted.

The most significant amendments are the replacement of Section 23, now renamed Revenue from Contracts with Customers, and Section 20 - Leases. The company has not yet adopted these amended standards.

The company has reviewed the amendment and determined that the revisions to Section 20 - Leases will have a material impact on the company's financial position, specifically increasing recognised assets and liabilities.

2. STATUTORY INFORMATION

Paddington Business Improvement District Limited is a private company, limited by guarantee, registered in England and Wales. The company's registered number and registered office address can be found on the Company Information page.

3. ACCOUNTING POLICIES

Basis of preparing the financial statements

These financial statements have been prepared in accordance with Financial Reporting Standard 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" including the provisions of Section 1A "Small Entities" and the Companies Act 2006. The financial statements have been prepared under the historical cost convention.

Turnover

Turnover represents BID levy raised together with other related income, excluding value added tax.

Turnover in respect of the BID levy is recognised once the levy bill has been raised and is payable by the rate payer.

Tangible fixed assets

Depreciation is provided at the following annual rates in order to write off each asset over its estimated useful life.

Short leasehold	- over period of lease
Improvements to property	- over period of lease
Fixtures and fittings	- 33.33% straight line
Computer equipment	- 33.33% straight line

Tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment losses.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, or if there is an indication of a significant change since the last reporting date.

Financial instruments

The company only enters into basic financial instruments transactions that result in the recognition of financial assets and liabilities like trade debtors, trade creditors, other debtors and other creditors.

The basic financial instruments are initially recognised at transaction price and subsequently carried at amortised cost.

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2026**

3. **ACCOUNTING POLICIES - continued**

Taxation

Taxation for the year comprises current tax only. Tax is recognised in the Income Statement, except to the extent that it relates to items recognised in other comprehensive income or directly in equity.

Current taxation assets and liabilities are not discounted.

Current tax is recognised at the amount of tax payable using the tax rates and laws that have been enacted or substantively enacted by the balance sheet date.

Hire purchase and leasing commitments

Rentals paid under operating leases are charged to surplus or deficit on a straight line basis over the period of the lease.

4. **EMPLOYEES AND DIRECTORS**

The average number of employees during the year was 4 (2025 - 4).

5. **OPERATING SURPLUS**

The operating surplus is stated after charging:

	31.3.26	31.3.25
	£	£
Depreciation - owned assets	<u>10,581</u>	<u>11,871</u>

6. **TANGIBLE FIXED ASSETS**

	Short leasehold £	Improvements to property £	Fixtures and fittings £	Computer equipment £	Totals £
COST					
At 1st April 2025	4,560	3,271	31,018	9,802	48,651
Additions	2,933	-	-	-	2,933
	<u>7,493</u>	<u>3,271</u>	<u>31,018</u>	<u>9,802</u>	<u>51,584</u>
At 31st March 2026					
DEPRECIATION					
At 1st April 2025	2,871	2,059	23,966	6,217	35,113
Charge for year	1,982	1,212	5,123	2,264	10,581
	<u>4,853</u>	<u>3,271</u>	<u>29,089</u>	<u>8,481</u>	<u>45,694</u>
At 31st March 2026					
NET BOOK VALUE					
At 31st March 2026	<u>2,640</u>	<u>-</u>	<u>1,929</u>	<u>1,321</u>	<u>5,890</u>
At 31st March 2025	<u>1,689</u>	<u>1,212</u>	<u>7,052</u>	<u>3,585</u>	<u>13,538</u>

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**NOTES TO THE FINANCIAL STATEMENTS - continued
FOR THE YEAR ENDED 31ST MARCH 2026**

7. DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.26	31.3.25
	£	£
Trade debtors	46,591	121,009
Other debtors	50,423	48,858
	<u>97,014</u>	<u>169,867</u>

8. CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR

	31.3.26	31.3.25
	£	£
Trade creditors	44,480	46,619
Taxation and social security	6,055	5,341
Other creditors	78,236	228,063
	<u>128,771</u>	<u>280,023</u>

9. OTHER FINANCIAL COMMITMENTS

Operating lease commitments not included in the balance sheet amount to £99,500 (2025 £17,500).

10. GRANTS

During the year the company received project specific grant funding totalling £16,154 (2025: £3,000).

11. COMPANY STATUS

The company is a private company limited by guarantee and consequently does not have share capital. Each of the members is liable to contribute an amount not exceeding £1 towards the assets of the company in the event of liquidation.

PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)

DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2026

	31.3.26		31.3.25	
	£	£	£	£
Turnover				
BID levy	962,222		850,202	
Voluntary contribution	15,600		15,600	
		977,822		865,802
Cost of sales				
Levy collection	25,171		25,119	
Environmental improvement	297,933		265,090	
Security	233,833		213,020	
Publication and marketing	90,694		63,727	
A Represented Paddington	49,284		42,844	
		696,915		609,800
GROSS SURPLUS		280,907		256,002
Other income				
Government grants	16,154		3,000	
Deposit account interest	361		440	
		16,515		3,440
		297,422		259,442
Expenditure				
Rent	37,093		34,966	
Rates and water	14,721		6,286	
Light and heat	4,171		4,642	
Telephone	3,842		3,403	
Computer costs	9,044		9,282	
Insurance	9,873		8,702	
BID running costs -				
Statutory requirements; AGM,				
Annual Report, Billing leaflet	10,159		9,916	
Repairs and renewals	1,164		1,049	
Auditors' remuneration	6,695		6,600	
		96,762		84,846
		200,660		174,596
Finance costs				
Bank charges		721		728
Carried forward		199,939		173,868

This page does not form part of the statutory financial statements

**PADDINGTON BUSINESS IMPROVEMENT DISTRICT
LIMITED (REGISTERED NUMBER: 05357332)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT
FOR THE YEAR ENDED 31ST MARCH 2026**

	31.3.26		31.3.25
	£	£	£
Brought forward		199,939	173,868
Depreciation			
Short leasehold	1,982		2,027
Improvements to property	1,211		1,454
Fixtures and fittings	5,123		5,123
Computer equipment	2,264		3,267
		10,580	
			11,871
NET SURPLUS			
		189,359	161,997

This page does not form part of the statutory financial statements