

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**REPORT OF THE DIRECTORS AND**  
**UNAUDITED FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

Murphy Salisbury Limited  
Chartered Accountants  
15 Warwick Road  
Stratford upon Avon  
Warwickshire  
CV37 6YW

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**CONTENTS OF THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	<b>Page</b>
<b>Company Information</b>	1
<b>Report of the Directors</b>	2
<b>Statement of Income and Retained Earnings</b>	3
<b>Balance Sheet</b>	4
<b>Notes to the Financial Statements</b>	5
<b>Chartered Accountants' Report</b>	7
<b>Detailed Income and Expenditure Account</b>	8

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**COMPANY INFORMATION**  
**FOR THE YEAR ENDED 31 MARCH 2020**

**DIRECTORS:**

Mrs C L Rolfe  
M Bullock  
I F Fradgley  
Mrs F E Gougoulia  
Mrs L Armstrong  
Miss K J Blomqvist  
Mrs R Hampson  
Mrs L J Stott  
S S Sandha  
P D Rushton

**REGISTERED OFFICE:**

15 Warwick Road  
Stratford upon Avon  
Warwickshire  
CV37 6YW

**REGISTERED NUMBER:**

06924156 (England and Wales)

**ACCOUNTANTS:**

Murphy Salisbury Limited  
Chartered Accountants  
15 Warwick Road  
Stratford upon Avon  
Warwickshire  
CV37 6YW

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**REPORT OF THE DIRECTORS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

The directors present their report with the financial statements of the company for the year ended 31 March 2020.

**REVIEW OF BUSINESS**

The surplus for the year ended 31 March 2020 before tax was £17,114 (2019: deficit £32,190). The reserves at 31 March 2020 were in surplus £40,651 (2019: £23,571). It is the policy of the board of directors to maintain a level of reserves in the region of £30,000.

**DIRECTORS**

The directors shown below have held office during the whole of the period from 1 April 2019 to the date of this report.

Mrs C L Rolfe  
M Bullock  
I F Fradgley  
Mrs F E Gougoulia

Other changes in directors holding office are as follows:

Ms S J Aspley - resigned 11 November 2019  
Ms P Rawlinson - resigned 11 November 2019  
J K Williams - resigned 11 November 2019  
Mrs L Armstrong - appointed 6 January 2020  
Miss K J Blomqvist - appointed 6 January 2020  
Mrs R Hampson - appointed 6 January 2020  
Mrs L J Stott - appointed 6 January 2020  
S S Sandha - appointed 6 January 2020  
P D Rushton - appointed 6 January 2020

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:**

M Bullock - Director

9 October 2020

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**STATEMENT OF INCOME AND RETAINED EARNINGS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	2020 £	2019 £
<b>TURNOVER</b>	416,066	406,953
Cost of sales	351,269	394,793
<b>GROSS SURPLUS</b>	64,797	12,160
Administrative expenses	47,794	44,420
<b>OPERATING SURPLUS/(DEFICIT)</b>	17,003	(32,260)
Interest receivable and similar income	111	70
<b>SURPLUS/(DEFICIT) BEFORE TAXATION</b>	17,114	(32,190)
Tax on surplus/(deficit)	34	6
<b>SURPLUS/(DEFICIT) FOR THE FINANCIAL YEAR</b>	17,080	(32,196)
Retained earnings at beginning of year	23,571	55,767
<b>RETAINED EARNINGS AT END OF YEAR</b>	<u>40,651</u>	<u>23,571</u>

The notes form part of these financial statements

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**BALANCE SHEET**  
**31 MARCH 2020**

	Notes	2020		2019	
		£	£	£	£
<b>FIXED ASSETS</b>					
Tangible assets	4		4,043		4,767
<b>CURRENT ASSETS</b>					
Debtors	5	27,874		35,851	
Cash at bank and in hand		38,038		19,388	
		<u>65,912</u>		<u>55,239</u>	
<b>CREDITORS</b>					
Amounts falling due within one year	6	29,304		36,435	
<b>NET CURRENT ASSETS</b>			<u>36,608</u>		<u>18,804</u>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>			<u>40,651</u>		<u>23,571</u>
<b>RESERVES</b>					
Income and expenditure account			<u>40,651</u>		<u>23,571</u>
			<u>40,651</u>		<u>23,571</u>

The company is entitled to exemption from audit under Section 477 of the Companies Act 2006 for the year ended 31 March 2020.

The members have not required the company to obtain an audit of its financial statements for the year ended 31 March 2020 in accordance with Section 476 of the Companies Act 2006.

The directors acknowledge their responsibilities for:

- (a) ensuring that the company keeps accounting records which comply with Sections 386 and 387 of the Companies Act 2006 and
- (b) preparing financial statements which give a true and fair view of the state of affairs of the company as at the end of each financial year and of its surplus or deficit for each financial year in accordance with the requirements of Sections 394 and 395 and which otherwise comply with the requirements of the Companies Act 2006 relating to financial statements, so far as applicable to the company.

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 by the Board of Directors and authorised for issue on 9 October 2020 and were signed on its behalf by:

M Bullock - Director

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 31 MARCH 2020**

1. **STATUTORY INFORMATION**

Stratforward 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.

2. **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 net invoiced sales of goods and services, excluding value added tax.

**Tangible fixed assets**

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

Fixtures and fittings	- 20% on reducing balance
Computer equipment	- 20% straight line basis

**Taxation**

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

Current or deferred 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.

**Deferred tax**

Deferred tax is recognised in respect of all timing differences that have originated but not reversed at the balance sheet date.

Timing differences arise from the inclusion of income and expenses in tax assessments in periods different from those in which they are recognised in financial statements. Deferred tax is measured using tax rates and laws that have been enacted or substantively enacted by the year end and that are expected to apply to the reversal of the timing difference.

Unrelieved tax losses and other deferred tax assets are recognised only to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits.

**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.

**Pension costs and other post-retirement benefits**

The company operates a defined contribution pension scheme. Contributions payable to the company's pension scheme are charged to profit or loss in the period to which they relate.

3. **EMPLOYEES AND DIRECTORS**

The average number of employees during the year was 8 (2019 - 8).

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**NOTES TO THE FINANCIAL STATEMENTS - continued**  
**FOR THE YEAR ENDED 31 MARCH 2020**

4. **TANGIBLE FIXED ASSETS**

	Fixtures and fittings £	Computer equipment £	Totals £
<b>COST</b>			
At 1 April 2019	1,801	23,722	25,523
Additions	-	671	671
	<hr/>	<hr/>	<hr/>
At 31 March 2020	1,801	24,393	26,194
	<hr/>	<hr/>	<hr/>
<b>DEPRECIATION</b>			
At 1 April 2019	1,436	19,320	20,756
Charge for year	86	1,309	1,395
	<hr/>	<hr/>	<hr/>
At 31 March 2020	1,522	20,629	22,151
	<hr/>	<hr/>	<hr/>
<b>NET BOOK VALUE</b>			
At 31 March 2020	279	3,764	4,043
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>
At 31 March 2019	365	4,402	4,767
	<hr/> <hr/>	<hr/> <hr/>	<hr/> <hr/>

5. **DEBTORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Trade debtors	22,444	22,800
Other debtors	5,430	13,051
	<hr/>	<hr/>
	27,874	35,851
	<hr/> <hr/>	<hr/> <hr/>

6. **CREDITORS: AMOUNTS FALLING DUE WITHIN ONE YEAR**

	2020 £	2019 £
Trade creditors	17,794	2,979
Taxation and social security	21	1,783
Other creditors	11,489	31,673
	<hr/>	<hr/>
	29,304	36,435
	<hr/> <hr/>	<hr/> <hr/>

7. **OTHER FINANCIAL COMMITMENTS**

The company had total guarantees and commitments at the balance sheet date of £29,400 (2019: £37,800).



**CHARTERED ACCOUNTANTS' REPORT TO THE BOARD OF DIRECTORS**  
**ON THE UNAUDITED FINANCIAL STATEMENTS OF**  
**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**

In order to assist you to fulfil your duties under the Companies Act 2006, we have prepared for your approval the financial statements of Stratforward Business Improvement District Limited for the year ended 31 March 2020 which comprise the Statement of Income and Retained Earnings, Balance Sheet and the related notes from the company's accounting records and from information and explanations you have given us.

As a practising member firm of the Institute of Chartered Accountants in England and Wales (ICAEW), we are subject to its ethical and other professional requirements which are detailed within the ICAEW's regulations and guidance at <http://www.icaew.com/en/membership/regulations-standards-and-guidance>.

This report is made solely to the Board of Directors of Stratforward Business Improvement District Limited, as a body, in accordance with our terms of engagement. Our work has been undertaken solely to prepare for your approval the financial statements of Stratforward Business Improvement District Limited and state those matters that we have agreed to state to the Board of Directors of Stratforward Business Improvement District Limited, as a body, in this report in accordance with ICAEW Technical Release 07/16AAF. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Stratforward Business Improvement District Limited and its Board of Directors, as a body, for our work or for this report.

It is your duty to ensure that Stratforward Business Improvement District Limited has kept adequate accounting records and to prepare statutory financial statements that give a true and fair view of the assets, liabilities, financial position and profit of Stratforward Business Improvement District Limited. You consider that Stratforward Business Improvement District Limited is exempt from the statutory audit requirement for the year.

We have not been instructed to carry out an audit or a review of the financial statements of Stratforward Business Improvement District Limited. For this reason, we have not verified the accuracy or completeness of the accounting records or information and explanations you have given to us and we do not, therefore, express any opinion on the statutory financial statements.

Murphy Salisbury Limited  
Chartered Accountants  
15 Warwick Road  
Stratford upon Avon  
Warwickshire  
CV37 6YW

9 October 2020

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	2020		2019	
	£	£	£	£
<b>Turnover</b>				
BID levy income	309,337		295,739	
Events income	102,100		106,897	
Bardwatch night and day	2,129		1,817	
WCC Grant Income	2,500		2,500	
	416,066		406,953	
 <b>Cost of sales</b>				
Event costs	124,002		143,262	
Christmas Lights	10,000		10,000	
Marketing	18,568		29,849	
Town hosts	494		595	
Bardwatch night and day costs	2,576		516	
Town Wifi	6,010		5,343	
Wages	167,832		182,726	
Social security	11,480		12,226	
Pensions	3,461		2,632	
Website	853		463	
Post, printing and stationery	2,993		4,181	
Shakespeare's England	3,000		3,000	
	351,269		394,793	
 <b>GROSS SURPLUS</b>		64,797		12,160
 <b>Other income</b>				
Interest received		111		70
		64,908		12,230
 <b>Expenditure</b>				
Rent	8,400		8,400	
Light and heat	2,300		2,254	
Telephone	2,339		2,302	
General insurance	4,317		4,420	
Repairs and renewals	1,897		1,916	
Journals and subscriptions	1,800		843	
Computer expenses	5,165		6,163	
BID database costs	374		-	
Sundry expenses	2,366		2,642	
Legal & professional fees	11,679		8,420	
Collection fees	4,500		4,500	
Bad debts	1,061		125	
	46,198		41,985	
		18,710		(29,755)
 <b>Finance costs</b>				
Bank charges		201		158
Carried forward		18,509		(29,913)

This page does not form part of the statutory financial statements

**STRATFORWARD BUSINESS IMPROVEMENT**  
**DISTRICT LIMITED**  
**(A COMPANY LIMITED BY GUARANTEE)**

**DETAILED INCOME AND EXPENDITURE ACCOUNT**  
**FOR THE YEAR ENDED 31 MARCH 2020**

	2020		2019	
	£	£	£	£
Brought forward		18,509		(29,913)
<b>Depreciation</b>				
Fixtures and fittings	87		100	
Computer equipment	1,308		2,177	
	<u>1,308</u>	1,395	<u>2,177</u>	2,277
<b>NET SURPLUS/(DEFICIT)</b>		<u>17,114</u>		<u>(32,190)</u>