

Company number: 07471406

Living Streets Services Limited
Annual Report and Financial Statements
For the year ended 31 March 2026

Living Streets Services Limited

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Living Streets Services Limited
Reference and Administrative Details
For the year ended 31 March 2026

Status	The organisation is a company limited by share capital, incorporated on 16 December 2010	
Company number	07471406	
Registered office and Operational address	Stroke House 240 City Road London England EC1V 2PR	
Directors	Niels Busink (Chair appointed 25 September 2025) Susan McFarlane (Chair resigned 22 January 2026) Andy Cottrell Stephen Jefford Sarah Taylor Ben Brewer (appointed 25 September 2025) Kirsty McCaskill-Baxter (appointed 25 September 2025) Dame Jane Elisabeth Roberts (resigned 31 March 2026) John Dales (appointed 01 April 2026)	
Company Secretary	Katharine Cottee (appointed 30 March 2026, resigned 19 September 2026) Hugh Anthony O'Donnell (appointed 01 October 2025, resigned 31 March 2026) Natasha Clayton (appointed 27 June 2025, resigned 01 October 2025) Victor Simango (resigned 27 June 2025)	
Bankers	Cooperative Bank Plc PO Box 250 Skelmersdale WN8 6WT	NatWest PO Box 12258 1 Princess Street London EC2R 8BP
Solicitors	Stone King LLP Boundary House 91 Charterhouse Street London EC1M 6HR	
Auditors	MHA Sixth Floor, 2 London Wall Place London EC2Y 5AU	

Living Streets Services Limited (Company number: 07471406)

Directors Report For the year ended 31 March 2026

The Directors present their report and the financial statements for the year ended 31 March 2026.

The Directors and their interests

Directors are listed on the Reference and Administrative Details page.

Principal activities and review

Living Streets Services Limited provides products and services which promote walking, wheeling and other forms of active travel. Trading activity comprises principally of the sale of products to government-funded projects, local authorities and primary schools, such as WOW - the walk to school challenge and Walk to School Week. Activity relating to younger (early years) and older (secondary school) children is expanding, as is that concerning workplaces (employers and employees).

The company results for the year show an operating profit of £775,439 (2025: £550,896). The increase in profit was due to increased sales volumes during this year together with more efficient delivery costs.

Total sales are £1.8 million (2025: £1.5 million). Commercial sales contributed £0.4 million (2025: £0.4 million) while sales to the company's parent Charity, Living Streets, were £1.4 million (2025: £1.1 million).

Cost of sales were £1.0 million (2025: £0.9 million) while administrative costs were £114,631 (2025: £85,000).

Relationship with Living Streets

Living Streets Services Limited is a wholly owned subsidiary of Living Streets (The Pedestrians Association), a registered charity. The company works closely with its parent in delivering products and services that support their shared objective of promoting walking and wheeling.

During the year, sales to Living Streets totalled £1.4 million (2025: £1.1 million). The company has no employees directly; staff supporting its activities are employed by Living Streets, which recharged salary costs of £118,717 during the year (2025: £155,899).

The company's policy is to donate its available profits to Living Streets under Gift Aid, subject to sufficient distributable reserves and formal approval by the Board. A distribution of £550,896 was made during the year in respect of the prior year's profits (2025: £468,720).

The impact of inflation and how we are managing it

Inflation stabilised in the first six months of the year, before increasing again in the period to March 2026. With the UK inflation rate on a broadly upward trajectory, the Board of Directors and Senior Management Team continue to monitor the situation closely.

Living Streets Services Limited (Company number: 07471406)

Directors Report For the year ended 31 March 2026

We are taking responsible decisions promptly to safeguard the company's financial health. For example, we have continued to adapt our pricing strategy to accommodate foreseen increases in WOW badge costs, while our WOW development project seeks to identify alternatives to badge incentives to improve sustainability and achieve cost efficiencies. The company is experiencing some cost inflation for other suppliers, such as for print and distribution, which is being mitigated through our pricing strategy and operational activities which minimise wastage of stock. The value of historic badges held by the company has now been reduced to £11.8k via reuse and recycling measures, compared with £15.3k as at March 2025.

Wider economic challenges affecting LSS current and future growth

The funding landscape remains challenging with general budget reductions at local and central government levels which affect our ability to forecast future revenue with certainty. However, we are building resilience within the company by improving our product range (prioritising WOW, our largest revenue stream) and increasing diversified income from our early years and workplaces offers for example, to mitigate against this uncertainty.

Statement of the Directors' responsibilities

The Directors are responsible for preparing the Annual Report 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 the profit or loss 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;
- state whether applicable United Kingdom 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 company will continue in operation.

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.

Living Streets Services Limited (Company number: 07471406)

Directors Report For the year ended 31 March 2026

The Directors are responsible for the maintenance and integrity of the corporate and financial information included on the company's website. Legislation in the United Kingdom governing the preparation and dissemination of the financial statements may differ from legislation in other jurisdictions.

Provision of information to auditors

Each of the persons who are Directors at the time when this Annual Report is approved has confirmed that:

- So far as that Director is aware, there is no relevant audit information of which the company's auditors are unaware, and
- each Director has taken all the steps that ought to have been taken as a director in order to be aware of any information needed by the company's auditors in connection with preparing their report and to establish that the company's auditors are aware of that information.

Auditors

The auditors, MHA, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

The Annual Report has been prepared in accordance with the special provisions applicable to companies subject to the small companies' regime.

Approved by the Directors on 24 September 2026 and signed on their behalf by



Niels Busink - Director

Independent Auditor's Report to the Members of Living Streets Services Limited

Opinion

We have audited the financial statements of Living Streets Services Limited (the 'company') for the year ended 31 March 2026 which comprise the Statement of Income and Retained Earnings, Balance Sheet and 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 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 31 March 2026, and of its profit/loss 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 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. Our evaluation of the directors' assessment of the entity's ability to continue to adopt the going concern basis of accounting included critical reviews of budgets and forecasts provided.

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.

Independent Auditor's Report to the Members of Living Streets Services Limited

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 directors are responsible for the other information contained in 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.

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 Directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Directors' report have been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the Directors' 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, 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' exemptions in preparing the Directors' report and from the requirement to prepare a strategic report.

Independent Auditor's Report to the Members of Living Streets Services Limited

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out in the Directors' report, 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 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 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.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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

- Enquiry of those in management functions around actual and potential litigation and claims;
- Enquiry of those in management functions to identify any instances of non-compliance with laws and regulations;
- Performing audit work over the risk of management override of controls, including testing of journal entries and other adjustments for appropriateness;
- Evaluating the business rationale of significant transactions outside the normal course of business;
- Reviewing accounting estimates for bias;
- Reviewing minutes of meetings of those charged with governance;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations.

Independent Auditor's Report to the Members of Living Streets Services Limited

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: <http://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 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 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.



Stuart McKay BSc FCA DChA (Senior Statutory Auditor)

For and on behalf of MHA, Statutory Auditor
London, United Kingdom

Date: 07/10/2026

MHA is the trading name of MHA Audit Services LLP, a limited liability partnership in England and Wales (registered number OC455542).

Living Streets Services Limited
Statement of Income and Retained Earnings
For the year ended 31 March 2026

		Year ended 31 March 2026	Year ended 31 March 2025
	Note	£	£
Turnover	2	1,843,665	1,540,291
Cost of sales	3	(953,595)	(904,665)
Gross profit		890,070	635,626
Administrative expenses	4	(114,631)	(84,730)
Operating profit	5	775,439	550,896
Profit before taxation		775,439	550,896
Taxation	6	-	-
Profit on ordinary activities after taxation		775,439	550,896

All of the above results are derived from continuing activities. There were no other recognised gains or losses other than the profit or loss for the year.

Reconciliation of shareholders' funds

Retained earnings at the beginning of the year	550,896	468,720
Profit for the year	775,439	550,896
Distribution	(550,896)	(468,720)
Retained earnings at the end of the year	775,439	550,896

Living Streets Services Limited (Company number: 07471406)**Balance Sheet****As at 31 March 2026**

		Year ended 31 March 2026	Year ended 31 March 2025
	Note		
Current assets			
Stock	7	47,586	42,512
Debtors	8	102,806	503,944
Cash at bank and in hand		967,748	253,937
		1,118,140	800,393
Creditors: amounts due within one year	9	(342,701)	(249,496)
Net current assets		775,440	550,897
Net assets		775,440	550,897
Capital and reserves			
Share capital	10	1	1
Profit and loss account	11	775,439	550,896
Total funds		775,440	550,897

These accounts have been prepared in accordance with FRS 102 Section 1A (Small Entities).

Approved by the Directors on 24 September 2026 and signed on their behalf by:



Niels Busink – Director

Living Streets Services Limited
Notes to the financial statements
For the year ended 31 March 2026

1. Accounting policies

- a) These financial statements have been prepared for the year ended 31 March 2026 with comparatives for the year ended 31 March 2025.

The financial statements have been prepared in accordance with FRS 102 "The Financial Standard applicable in the UK and Republic of Ireland" ("FRS 102"), the requirements of the Companies Act 2006 as applicable to companies subject to the small companies' regime, and under the historical cost convention.

As the company is a wholly owned subsidiary of the Charity, Living Streets, the company has taken advantage of the exemption contained in FRS 102 and has therefore not disclosed transactions or balances with entities which form part of the group (or investees of the group qualifying as related parties). The consolidated financial statements of Living Streets, within which this company is included, can be obtained from the address given in note 12.

The company is exempt from the requirement of FRS 102 to prepare a statement of cashflows as it is a wholly owned subsidiary undertaking of Living Streets and its cashflows are included within the consolidated statement of cashflows of that body.

- b) Turnover is recognised to the extent that it is probable that the economic benefits will flow to the company and the turnover can be reliably measured. Turnover is measured as the fair value of the consideration received or receivable. The following criteria must also be met before turnover is recognised:

Sale of goods

- the company has transferred the significant risks and rewards of ownership to the buyer;
- the amount of turnover can be measured reliably;
- it is probable that the company will receive the consideration due under the transaction; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

- c) Stocks are stated at the lower of cost and net realisable value. Cost is determined on a first in first out basis and includes transport and handling costs. Net realisable value is the price at which stocks can be sold in the normal course of business after allowing for the costs of realisation. Provision is made where necessary for obsolete, slow moving and defective stocks.

Living Streets Services Limited
Notes to the financial statements (Continued)
For the year ended 31 March 2026

- d) The financial statements have been prepared on a going concern basis. In assessing whether this basis remains appropriate, the Directors considered the approved budgets and cash-flow forecasts for a period of at least 12 months from the date of approval of the financial statements. The assessment included group forecasts, scenario and sensitivity testing and parent support to evaluate the potential effect of reasonably plausible reductions in income and increases in costs on the liquidity and cash resources available to the company. The Directors also considered the actions available across the group to manage expenditure and preserve cash should adverse circumstances arise. Having reviewed the results of this assessment, the Directors have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future and have identified no material uncertainties that may cast significant doubt on the company's ability to continue as a going concern.

2. Turnover

Turnover is attributable to the principal activity of the company.

	Year ended 31 March 2026	Year ended 31 March 2025
	£	£
Commercial Sales		
England and Wales	412,863	410,055
Scotland	1,621	-
Internal Sales		
England	1,168,095	838,173
Scotland and Wales	261,087	292,063
	<u>1,843,665</u>	<u>1,540,291</u>

3. Cost of sales

	Year ended 31 March 2026	Year ended 31 March 2025
	£	£
Intercompany Salary Recharge	118,717	155,899
Staff Training & Travel	487	94
Purchase of Resources - Design	27,519	19,061
Purchase of Resources - Production Costs	584,807	520,786
Purchase of Resources - Fulfilment	157,432	132,790
Marketing Costs	37,910	43,236
Website Development and Support	26,129	32,204
Subscriptions, membership and publications	595	595
	<u>953,595</u>	<u>904,665</u>

Living Streets Services Limited
Notes to the financial statements (Continued)
For the year ended 31 March 2026

Staff costs

The company did not have direct staff during the current year or prior year, as all staff were employed by the parent, Living Streets (The Pedestrians Association).

	Year ended 31 March 2026	Year ended 31 March 2025
	£	£
4. Administrative expenses		
Bank Charges	821	4,166
Irrecoverable VAT	91,819	60,534
Audit and Accountancy Fees	13,566	8,386
Bad Debt Provision	6,525	9,949
Legal and sundry costs	1,900	1,535
Monitoring and Evaluation	-	160
	114,631	84,730

	Year ended 31 March 2026	Year ended 31 March 2025
	£	
5. Operating profit		
This is stated after charging:		
Auditor's remuneration	8,500	6,500
Non audit fees (Preparation of Corporation Tax return)	1,500	1,000
Directors' remuneration	-	-

No directors (2025: one) received payment as employees of Living Streets (The Pedestrians Association), the company's parent, whilst they were also a director of the company.

6. Taxation

No corporation tax is payable in the year as the company donates all its profits to Living Streets, its ultimate parent undertaking. In line with ICAEW Technical Release 'Tech16/14BL', the company treats this donation as a distribution of reserves and it is paid either pre year end or within 9 months of the year end. Any donation made in this manner is capped to the level of distributable reserves available. The Board is responsible for formally agreeing the amount to be distributed each year.

Living Streets Services Limited
Notes to the financial statements (Continued)
For the year ended 31 March 2026

7. Stock

	Year ended 31 March 2026 £	Year ended 31 March 2025 £
Finished goods	59,422	57,847
Less: Allowance for obsolete stock	(11,836)	(15,335)
	47,586	42,512

8. Debtors

	Year ended 31 March 2026 £	Year ended 31 March 2025 £
Trade debtors	104,017	128,469
Less: provision for doubtful debts	(7,611)	(11,810)
	96,406	116,659
Accrued Income	6,400	-
Amounts due from group company	-	387,285
	102,806	503,944

9. Creditors: amounts due within one year

	Year ended 31 March 2026 £	Year ended 31 March 2025 £
Trade creditors	15,069	19,104
VAT payable	97,515	35,770
Accruals	27,868	11,807
Deferred income	126,674	182,815
Amounts due to group company	75,575	-
	342,701	249,496

10. Share capital

	Year ended 31 March 2026 No.	Year ended 31 March 2025 £ No.
The company's share capital at the year end was:		
£1 ordinary shares:		
Called up, issued and fully paid	1	1

Living Streets Services Limited
Notes to the financial statements (Continued)
For the year ended 31 March 2026

	Year ended 31 March 2026 £	Year ended 31 March 2025 £
11. Reserves		
Balance as at 1 April	550,896	468,720
Profit for the financial year ended 31 March 2026	775,439	550,896
Distribution made to parent company (Living Streets)	(550,896)	(468,720)
Balance as at 31 March	<u>775,439</u>	<u>550,896</u>

12. Ultimate controlling party

The company's ultimate parent undertaking and controlling party is Living Streets (The Pedestrians Association), a registered charity (Charity number: 1108448) and company limited by guarantee (Company number: 05368409), with registered office address Stroke House, 240 City Road, London EC1V 2PR.
Living Streets Services Limited has taken advantage of the FRS 102 exemption not to disclose intra-group transactions.

The largest group in which the results of the company are consolidated is Living Streets (The Pedestrians Association). Copies of the consolidated financial statements are available from The Charity Commission.

Living Streets Services Limited Gift Aids available profits to its parent undertaking.

13. Related Party Transactions

The company has taken advantage of the exemptions available in FRS102 not to disclose transactions with other group undertakings as it is a 100% owned subsidiary. There are no other related party transactions in either the current or prior year.