Tracking ID: 1035098-1320823

Company registration number 00465975 (England and Wales)

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

ANNUAL REPORT AND UNAUDITED FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

Tracking ID: 1035098-1320823

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

COMPANY INFORMATION

Directors	Mr S Elford	(Appointed 13 April 2026)
	Mrs C Crockett	
	Ms V Harte	(Appointed 26 November 2025)
	Mrs F Hawkins	
	Mrs R Hirschi	
	Mr M Hubbard	
	Mr I Kelsall	(Appointed 26 November 2025)
	Mr L White	
	Mr A Kapadia	(Appointed 26 November 2025)
	Mr N P Ryan	(Appointed 26 November 2025)
	Mr S Tellwright	
	Mr T P Wilkinson	
Secretary	D Styles	
Company number	00465975	
Registered office	Commerce House Festival Park Stoke-on-Trent Staffordshire ST1 5BE	
Accountants	BK Plus Limited Graphic House 124 City Road Stoke on Trent ST4 2PH	

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2026

The Directors of Staffordshire Chamber of Commerce (Chamber) present their report and financial statements for the year ended 31 March 2026.

Principal activities

Staffordshire Chambers of Commerce exists to support, connect and represent businesses across Staffordshire by providing membership services, business support, networking and training opportunities, international trade services, business advocacy, and access to professional resources that help businesses start, grow and succeed.

Fair Review of the Business

In a year marked by economic uncertainty, rising business costs and a changing funding landscape, Staffordshire Chambers of Commerce continued to demonstrate resilience, relevance and impact.

The Chamber strengthened its position as the leading voice of business across Stoke-on-Trent and Staffordshire, expanding membership, deepening strategic partnerships and delivering significant support to businesses at every stage of growth. Through targeted investment in digital capability, member engagement and business support services, the Chamber enhanced its long-term sustainability while increasing its influence across the region.

Whilst reduced external programme funding and strategic investment in organisational infrastructure contributed to a deficit during the year, the Chamber remains financially strong, with net assets of £2.88m and cash reserves of £1.60m. This provides a solid platform from which to pursue future growth opportunities, respond to emerging business needs and deliver against its strategic objectives.

The Chamber's impact extended beyond financial performance. During the year it supported business growth, international trade, skills development, entrepreneurship, innovation and employer engagement, while continuing to shape policy discussions and advocate for the interests of Staffordshire businesses. The securing of future Local Skills Improvement Plan funding, growth in Strategic Partnerships, expansion of digital engagement and launch of new business support initiatives further reinforce the Chamber's role as a key driver of economic development within the county.

The Board remains confident that the Chamber is well positioned to navigate future challenges, capitalise on emerging opportunities and continue delivering sustainable value for members, stakeholders and the wider Staffordshire economy.

Financial Performance

INCOME	DEFICIT BEFORE TAX	NET ASSETS	CASH BALANCE
£2.23m	£270k	£2.88m	£1.60m

The Chamber reported income of £2.23m for the year ended 31 March 2026 (2025: £2.48m). The reduction primarily reflects lower levels of externally funded project activity across a number of business support programmes, together with increased investment in operational infrastructure and other one-off cost pressures during the year.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

The Chamber reported a deficit before taxation of £270k (2025: surplus of £42k). The result reflects a changing funding environment, investment in systems and services, and the timing of project delivery and associated income streams.

Despite the deficit, the Chamber remains in a financially resilient position with net assets of £2.88m (2025: £3.15m) and cash balances of £1.60m (2025: £1.54m) at the year end. The Chamber continues to maintain a strong balance sheet and sufficient liquidity to support its ongoing operations and strategic objectives.

The Board regularly reviews financial performance, cash flow and reserves levels. Reserves continue to exceed the minimum level required under the Chamber's reserves policy, providing financial stability and enabling the organisation to manage uncertainty in future funding arrangements whilst continuing to invest in services that support members and the wider Staffordshire business community.

Key highlights

- **Membership Growth:** Our membership comprises 941 standard members, 26 Strategic Partners and 28 Patrons, collectively representing over 60,000 employees. We continued to offer direct debit payment options to support member cash flow whilst enhancing member benefits, affinity partner savings and the overall member experience.

- **Member Journey & Retention:** Membership retention remains stable and resilient. During the year, the Chamber continued to strengthen the member journey from onboarding through to renewal and long-term engagement. The introduction of a new CRM platform has improved member insight, engagement tracking and reporting. A structured member engagement scoring model has been implemented, supported by proactive outreach and regular monitoring of member engagement. The introduction of a return on investment calculator has further strengthened our ability to demonstrate membership value. Retention currently stands at approximately 86%.

The growth of our Strategic Partners package has been fundamental in raising our average membership fees and generating additional income. This package has been popular with those wanting a little more than standard membership and who value the opportunity to work more closely and raise awareness of their organisation. This has grown from 17 to 26 over the course of the last financial year.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

- **Staffordshire Chambers Ambassador Programme:** During the year we launched the Staffordshire Chambers Ambassador Programme to recognise and reward highly engaged members who actively promote Chamber services, support business engagement and provide valuable feedback that helps shape future Chamber activity. The programme is strengthening member advocacy and increasing engagement across the Chamber network.

- **Affinity Partnership Growth:** Affinity Partner relationships continued to generate additional non-subscription income during the year whilst delivering added value to members. In particular, the Chamber's partnership with Consultiv Utilities has provided support to members in managing their energy procurement and utility costs whilst generating commission income for the Chamber. This partnership reinforces our commitment to helping businesses improve efficiency and manage operating costs effectively.

- **Sector Engagement:** We deliver ten policy forums (which includes a new hospitality forum) and three sectoral groups, promoting collaboration, lobbying for change in the business environment and addressing business challenges.

- **Local Skills Improvement Plan:** We have continued to deliver towards our Roadmap for Change for the Local Skills Improvement Plan for Stoke-on-Trent and Staffordshire, through collaboration with businesses, colleges, training providers and stakeholders, to improve the local skills landscape across the region. We have secured additional funding to deliver a new Local Skills Improvement Plan from 2026 to 2029. We have utilised additional funding to develop a new plan, that will be published in July 2026.

- **Marketing and Communications**: Staffordshire Chambers' communications continue to enhance our visibility and strengthen our profile across Stoke-on-Trent and Staffordshire. During the last 12 months, our digital activity generated more than 4.2 million social media impressions across Chamber and Daily Focus channels. Our LinkedIn page remains one of the strongest in the Chamber network, continuing to grow steadily with high engagement levels. We also maintain Daily Focus as Staffordshire's leading business news service, safeguarding its reputation as a trusted and independent source of business news and insight. Enhanced use of video, photography, newsletters and digital storytelling has supported stronger engagement with businesses, partners and stakeholders across our events, projects and wider activities.

- **Marketing Contributions:** Strong performance from email marketing and social channels has continued to drive enquiries, registrations and engagement across a wide range of Chamber activities. Integrated digital campaigns have supported membership, training, international trade, events and project delivery, while collaborative working across teams has strengthened sponsorship opportunities, event promotion and stakeholder engagement. Continued development of targeted digital communications and audience-focused campaigns has ensured that our activity reaches a broad and relevant business audience across the county.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

- **Awards and Recognition**: Our annual Awards programme continues to grow in prestige and visibility, supported by extensive marketing and communications activity throughout the year. Targeted promotion has contributed to a record-breaking number of applications from businesses across a wider range of sectors, including many organisations engaging with the Chamber for the first time. Strong sponsor support and the high quality of entries have reinforced the Awards' position as a leading celebration of business achievement, innovation and growth across Stoke-on-Trent and Staffordshire.

- **Entrepreneurship Support:** We aided 328 individuals to consider starting their own businesses and supported 512 college students in entrepreneurship using our Ignite online learning platform.

- **Skills Hub:** Our Skills Support helped 188 businesses with support and advice, as well as awarding £93,250 of Skills Hub Grants to 122 businesses training 769 people.

- **Promoting Innovation Pathways:** Awarded £82,919 of innovation grants, supporting 28 businesses across Stoke-on-Trent and Staffordshire

- **Boosting Women Programme:** we launched a new Boosting Women of Business programme, in conjunction with Staffordshire County Council, which supported 112 women to start or consider starting their own business.

- **Domestic Abuse Workplace Champions:** We trained 175 individuals from 50 companies, contributing we hope to a safer domestic environment as employers are more able to recognise the signs of abuse and provide support and signposting.

- **International Trade Support:** Despite challenges, we helped over 500 businesses navigate customs and deliver goods worth over £70 million worldwide. We helped train over 60 businesses in what is needed for importing and exporting and helping them stay compliant. We have also helped businesses with advice and consultancy relating to ongoing changes by HMRC.

We delivered 50 international trade training courses to 500 delegates; we held 4 country specific days attracting 120 people and held 3 international trade networking breakfasts.

- **Growth Hub Services:** We delivered advisory and referral services, on behalf of the Local Enterprise Partnership and Staffordshire County Council, to over 868 businesses across the whole of Staffordshire.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

- **Crime Prevention:** Collaboration with Staffordshire Police protected 5,366 businesses from repeated crimes.

- **Events and Networking:** We hosted 338 events with 6308 attendees, helping to improve our businesses and their staff while also supporting membership, retention and boosting revenue through new sponsorship packages.

In 2025, we continue our Big Business Breakfast series, which aims to bring world-class speakers to a central location to present pertinent business topics. So far, we have welcomed speakers James Timpson, Mark Gregory, Council Leaders and AI experts to the stage, with plans to welcome Ben Blackledge from World Skills UK in the autumn.

- **Staff Development:** We continued to invest in staff training, including apprenticeships, degrees, mental health awareness programmes and artificial intelligence.

- **Sustainability:** We implemented eco-friendly measures such as using online forms rather than printing, turning the heating down and purchasing recycled and eco-friendly products where possible. We also replaced all our office windows to improve the sustainability and efficiency of our building. We ensured Sustainable Development Goals were topics of conversation in all sector forums.

- **Accreditation:** We maintained the following key accreditations and memberships, demonstrating our commitment to excellence:

    - ISO 9001 and 14001 for Quality and Environmental
    - Investors in People Platinum
      Charter for Employers Positive about Mental Health
      Disability Confident Employer
      Wellbeing of Women Menopause Workplace Pledge
      Fostering Friendly Employer
      Defence Employer Recognition Scheme Gold
      Domestic Abuse Workplace Champions
      Real Living Wage Employer
      British Chambers of Commerce Accredited
      Export Documentation Certification and Customs Declarations
      National Enterprise Network
      Cyber Essentials

Principal Risks and Uncertainties

Despite the Chamber's positive performance during the year, the Board recognises several risks and uncertainties that could impact future operations, financial performance and the businesses we serve. These risks are regularly reviewed and monitored to ensure appropriate mitigation measures remain in place.

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

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1. Membership Retention and the Cost of Doing Business
Economic pressures continue to affect businesses across Staffordshire, including increases in employment costs, inflationary pressures, regulatory changes and continuing challenges in recruitment and workforce development. These factors may influence business confidence, discretionary spending and demand for Chamber services. The Chamber remains focused on demonstrating value to members through relevant support, networking opportunities, business services and advocacy on behalf of the local business community.

2. Funding Environment and Project Sustainability
The Chamber continues to operate within an evolving funding landscape. Whilst funding has been secured for a few key programmes, there remains ongoing uncertainty regarding the future availability and structure of government-funded business support initiatives and regional economic development programmes. Changes to funding priorities, procurement processes or public sector budgets may impact on the Chamber's ability to deliver certain projects and services.

The Chamber continues to diversify income streams and actively pursue new opportunities to reduce reliance on any single funding source.

3. Recruitment, Skills and Workforce Capacity
Attracting and retaining talented employees remains a challenge across many sectors. The Chamber is not immune to these pressures and recognises the importance of maintaining organisational capability and resilience. Continued investment in employee development, succession planning and staff wellbeing will support the Chamber's ability to deliver high-quality services and achieve its strategic objectives.

4. Digital Systems and Data Management
During the year, the Chamber continued to embed and develop its new Customer Relationship Management (CRM) system. While the implementation has delivered significant benefits in customer engagement, reporting and operational efficiency, there remain risks associated with system integration, data quality, cyber security and user adoption.

Ongoing investment is being made to enhance system functionality, strengthen data governance and ensure staff are fully supported through continued training and development.

5. International and Economic Uncertainty
The continued impact of global geopolitical tensions, including ongoing conflicts and changing international trade relationships, has contributed to an uncertain trading environment for many businesses. In addition, fluctuations in global markets, supply chain disruption, exchange rate volatility and evolving international trade policies may affect exporters and businesses operating in international markets. These factors have the potential to influence business growth, investment decisions and overall confidence within the Chamber's membership base.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

Environmental impact

The Directors take the responsibility of the Chambers towards mitigating the damage caused by climate change very seriously. Our actions reflect this commitment:

- **Investments in Sustainability**: Over the years we have invested in sustainable initiatives, including electric vehicle charging infrastructure and solar panels to reduce our carbon footprint.
- **Environmental Monitoring**: Our dedicated staff group sets and monitors environmental targets, tracking parameters such as travel, energy consumption, paper usage, and waste generation.
- **Responsible Business Accelerator:** We have been working on the Responsible Business Accelerator project, to support businesses in tracking their social and environmental impact, specifically their Corporate Social Responsibility (CSR), ESG, and Social Value. This helps businesses to report and show the impact they are having through their operations on a day-to-day basis. Twenty-one businesses have been through the pilot programme, funded by Stoke-On-Trent City Council, and additional funding from East Staffordshire County Council has been secured to expand this over the next 12 months.

Carbon Summary 2025-26: Executive Overview

Staffordshire Chambers total carbon footprint for 2025-26 was 136 tCO_2e, with Scope 3 emissions accounting for 92.5% of the total footprint. Purchased goods and services remain the dominant source of emissions, contributing 119 tCO_2e (over 90%).

Key highlights:

- Total emissions: 136 tCO_2eScope
- Scope 1 emissions reduced by 70% year-on-year to 5.3 tCO_2e
- Scope 2 emissions remained broadly stable at 4.9 tCO_2e
- Scope 3 emissions increased to 125.8 tCO_2e, driven primarily by procurement activity
- Secondary emission sources include vehicle fuel, electricity consumption and business travel

While significant progress has been made in reducing direct operational emissions, the Chamber's carbon footprint is now overwhelmingly shaped by procurement and supply chain activity. Future carbon reduction efforts should therefore focus on sustainable purchasing practices, supplier engagement and reducing emissions associated with goods and services to achieve the greatest impact.

The Chambers' contribution to other sustainability issues (for example, the UN Sustainable Development Goals) has not been included but the Chambers team and Directors are committed to addressing these where we can and developing and disseminating best practice.

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

DIRECTORS' REPORT (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2026

Additional Information

Our commitment to promoting the success of the company encompasses not only financial growth but also sustainable practices, ethical conduct, and support for the well-being of our members and the broader community. We will continue to adapt and innovate to address emerging challenges and opportunities in the business landscape.

Future Plans

The Chamber remains committed to supporting business growth, innovation and economic prosperity across Staffordshire. Building on the progress achieved during the year, the Board has identified a number of strategic priorities and initiatives for 2025/26 and beyond.

1. Business Support and Economic Development Programmes
The Chamber will continue to deliver a range of business support programmes funded through local authority, regional and national initiatives. These programmes will focus on supporting business growth, innovation, productivity and competitiveness across Staffordshire. Areas of support will include business start-up assistance, innovation and technology adoption, workforce development, skills provision and access to funding opportunities. The Chamber will actively seek further funding and partnership opportunities to maximise support available to businesses throughout the county.

2. Marketing, Communications and Member Engagement
The Chamber will continue to strengthen its marketing and communications activities to enhance engagement with members, stakeholders and the wider business community. Particular emphasis will be placed on digital channels, including LinkedIn and other social media platforms, to amplify the voice of Staffordshire business. Daily Focus will continue to evolve as the county's leading independent business news service, while targeted marketing campaigns will support membership growth, business engagement and attendance at key events, including Let's Do Business and the Chamber Business Awards.

3. Business Events and Engagement
The Chamber will continue to invest in its programme of business events, including the highly successful Big Business Breakfast series. The focus will remain on delivering high-quality content, attracting influential speakers and creating valuable networking opportunities for sponsors, members and the wider business community. Event programmes will continue to be shaped around the issues and opportunities most relevant to businesses across Stoke-on-Trent and Staffordshire.

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4. Let's Do Business
The Chamber's flagship business exhibition, Let's Do Business, will continue to be a cornerstone of the county's business calendar. The event will bring together businesses of all sizes, providing opportunities for networking, collaboration, knowledge sharing and commercial growth. The Chamber will continue to develop the event's reach, profile and impact to ensure it remains the leading business-to-business exhibition in Staffordshire.

5. Skills Development and the Local Skills Improvement Plan
The Chamber will continue to play a leading role in addressing the skills needs of employers across Stoke-on-Trent and Staffordshire. Through the Local Skills Improvement Plan (LSIP) and associated initiatives, the Chamber will work closely with businesses, education providers, local authorities and strategic partners to ensure that the skills system responds effectively to employer demand. This work will help develop a more productive workforce, improve opportunities for local residents and strengthen the long-term competitiveness of the regional economy.

6. Digital Learning and Business Growth Support
The Chamber will continue to develop its digital learning and business support offer through the Ignite platform and other innovative delivery channels. New learning content and resources will be introduced to support entrepreneurs, start-up businesses and growing organisations. Opportunities to expand and commercialise these services through partnerships with public sector organisations, educational institutions and the wider Chamber network will also be explored.

7. Responsible Business and Sustainability
The Chamber remains committed to promoting responsible and sustainable business practices. Following the successful development of the Responsible Business Accelerator, the Chamber will continue to expand its reach and explore opportunities to extend its delivery model through commercial partnerships and collaboration with other Chambers and organisations. Additional support will be provided to businesses seeking to improve their environmental, social and governance (ESG) performance and transition towards more sustainable ways of working.

Small companies exemption
This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption, with additional disclosures considered appropriate by the directors in order to give a true and fair view.

On behalf of the board



.....
Mr S Elford
Director

Date: 14/09/2026

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

INDEPENDENT ACCOUNTANTS' REVIEW REPORT TO THE DIRECTORS OF STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

We have reviewed the financial statements of Staffordshire Chambers of Commerce and Industry Ltd for the year ended 31 March 2026 which comprise the statement of comprehensive income, the balance sheet, the statement of changes in equity 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 FRS 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

Directors' responsibility for the financial statements

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

Accountants' responsibility

Our responsibility is to express a conclusion on the financial statements. We conducted our review in accordance with International Standard on Review Engagements (ISRE) 2400 (Revised) 'Engagements to review historical financial statements'. ISRE 2400 (Revised) requires us to conclude whether anything has come to our attention that causes us to believe that the financial statements, taken as a whole, are not prepared, in all material respects, in accordance with United Kingdom Generally Accepted Accounting Practice. ISRE 2400 (Revised) also requires us to comply with the ethical and other professional requirements of our accounting body.

Scope of the assurance review

A review of financial statements in accordance with the ISRE 2400 (Revised) is a limited assurance engagement. We have performed procedures, primarily consisting of making enquiries of management and others within the company, as appropriate, applying analytical procedures and evaluating the evidence obtained. The procedures performed in a review are substantially less than those performed in an audit conducted in accordance with International Standards on Auditing (UK and Ireland). Accordingly, we do not express an audit opinion on these financial statements.

Conclusion

Based on our review, nothing has come to our attention that causes us to believe that the financial statements have not been prepared:

- so as to give a true and fair view of the state of the company's affairs as at 31 March 2026, and of its profit for the year then ended;
- in accordance with United Kingdom Generally Accepted Accounting Practice; and
- in accordance with the requirements of the Companies Act 2006.

Use of our report

This report is made solely to the company's directors, as a body, in accordance with the terms of our engagement letter dated 10 May 2026. Our review work has been undertaken so that we might state to the company's directors those matters we have agreed to state to them in a reviewer'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 directors as a body, for our review work, for this report, or for the conclusions we have formed.

BK Plus Limted

BK Plus Limited
Chartered Certified Accountants
Date: 14/09/2026

Tracking ID: 1035098-1320823

STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

STATEMENT OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 MARCH 2026

	Notes	2026 £	2025 £
Income		2,225,794	2,479,952
Administrative expenses		(2,590,501)	(2,490,162)
Other operating income		36,058	21,818
Operating (deficit)/surplus		(328,649)	11,608
Interest receivable and similar income		42,737	49,111
Amounts written off investments		15,714	(19,163)
(Deficit)/surplus before taxation		(270,198)	41,556
Tax on (deficit)/surplus		-	-
(Deficit)/surplus for the financial year		(270,198)	41,556
Other comprehensive income			
Adjustments to the fair value of financial assets		-	(7,248)
Total comprehensive income for the year		(270,198)	34,308

The income and expenditure account has been prepared on the basis that all operations are continuing operations.

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

BALANCE SHEET

AS AT 31 MARCH 2026

	Notes	2026 £	2026 £	2025 £	2025 £
Fixed assets					
Tangible assets	5		1,297,901		1,299,712
Investments	6		212,845		503,881
			1,510,746		1,803,593
Current assets					
Debtors	8	412,863		620,115	
Cash at bank and in hand		1,604,203		1,542,880	
		2,017,066		2,162,995	
Creditors: amounts falling due within one year	9	(573,368)		(738,720)	
Net current assets			1,443,698		1,424,275
Total assets less current liabilities			2,954,444		3,227,868
Government grants	10		(73,193)		(76,419)
Net assets			2,881,251		3,151,449
Reserves					
Revaluation reserve			744,333		744,333
Income and expenditure account			2,136,918		2,407,116
Total members' funds			2,881,251		3,151,449

For the financial year ended 31 March 2026 the company was entitled to exemption from audit under section 477 of the Companies Act 2006 relating to small companies.

The members have not required the company to obtain an audit of its financial statements for the year in question in accordance with section 476.

The directors acknowledge their responsibilities for complying with the requirements of the Companies Act 2006 with respect to accounting records and the preparation of financial statements.

These 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 14/09/2026 and are signed on its behalf by:

.....

Mr S Elford
Director

Company registration number 00465975 (England and Wales)

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 MARCH 2026

	Revaluation reserve	Income and expenditure	Total
	£	£	£
Balance at 1 April 2024	768,272	2,348,869	3,117,141
Year ended 31 March 2025:			
Surplus	-	41,556	41,556
Other comprehensive income:			
Adjustments to fair value of financial assets	(7,248)	-	(7,248)
Total comprehensive income	(7,248)	41,556	34,308
Other movements	(16,691)	16,691	-
Balance at 31 March 2025	744,333	2,407,116	3,151,449
Year ended 31 March 2026:			
Deficit and total comprehensive income	-	(270,198)	(270,198)
Balance at 31 March 2026	744,333	2,136,918	2,881,251

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STAFFORDSHIRE CHAMBERS OF COMMERCE AND INDUSTRY LTD

NOTES TO THE FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 MARCH 2026

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1 Accounting policies

Company information

Staffordshire Chambers of Commerce and Industry Ltd is a private company limited by guarantee incorporated in England and Wales. The registered office is Commerce House, Festival Park, Stoke-on-Trent, Staffordshire, ST1 5BE.

1.1 Basis of preparation

These financial statements have been prepared in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" ("FRS 102") and the requirements of the Companies Act 2006 as applicable to companies subject to the small companies' regime. The disclosure requirements of section 1A of FRS 102 have been applied other than where additional disclosure is required to show a true and fair view.

The financial statements are prepared in sterling, which is the functional currency of the company. 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 certain financial instruments at fair value. The principal accounting policies adopted are set out below.

The company has taken advantage of the exemption under section 399 of the Companies Act 2006 not to prepare consolidated accounts, on the basis that the group of which this is the parent qualifies as a small group. The financial statements present information about the company as an individual entity and not about its group.

1.2 Going concern

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

1.3 Income and expenditure

Income represents amounts receivable for annual subscriptions and charges for services provided and is stated net of VAT. Annual subscriptions have been accounted for over the period to which they relate and may cross the financial year end.

Funds receivable in respect of specific projects are treated as deferred income and released to the income and expenditure account so as to match the expenditure incurred on the particular project with the income received. Or, if relevant, income is released when the conditions for the project have been satisfied.

Deferred project income is included in the balance sheet in 'Other Creditors'

1.4 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	Between 60 and 10 years
Fixtures, fittings & equipment	Between 10 and 3 years
Computer software	5 years

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1 Accounting policies **(Continued)**

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 credited or charged to surplus or deficit.

1.5 Fixed asset investments

Interests in subsidiaries, associates and jointly controlled entities are initially measured at cost and subsequently measured at cost less any accumulated impairment losses. The investments are assessed for impairment at each reporting date and any impairment losses or reversals of impairment losses are recognised immediately in surplus or deficit.

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

An associate is an entity, being neither a subsidiary nor a joint venture, in which the company holds a long-term interest and where the company has significant influence. The company considers that it has significant influence where it has the power to participate in the financial and operating decisions of the associate.

Entities in which the company has a long term interest and shares control under a contractual arrangement are classified as jointly controlled entities.

Any distributions received from subsidiaries, joint ventures and LLP's where we are a member, are on a received basis.

Other investments include publicly traded stocks and shares managed by an investment bureau and investments in physical commodities managed by a firm of specialists. These investments are measured at fair value, with changes in fair value recognised in the statement of comprehensive income.

1.6 Impairment of fixed assets

At each reporting period end date, the company 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). Where it is not possible to estimate the recoverable amount of an individual asset, the company estimates the recoverable amount of the cash-generating unit to which the asset belongs.

1.7 Financial instruments

The company 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 company's balance sheet when the company 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.

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1 Accounting policies **(Continued)**

Investments

Short term liquid investments are initially measured at fair value, with subsequent changes in fair value recognised in the income and expenditure account.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into.

Basic financial liabilities

Basic financial liabilities, including creditors, 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.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business 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.

1.8 Employee benefits

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

1.9 Leases

As lessor

When the company acts as a lessor, a lease is classified as a finance lease whenever it transfers substantially all the risks and rewards of ownership of the underlying asset to the lessee, either at the end of the lease term or for the major part of the economic life of the asset. All other leases are classified as operating leases. If an arrangement contains both lease and non-lease components, the company allocates the consideration in the contract to the two elements.

Rental income from operating leases is recognised on a straight line basis over the term of the relevant lease. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognised on a straight line basis over the lease term.

1.10 Government grants

Government grants receivable in respect of capital expenditure are treated as deferred income and released to the income and expenditure account so as to match the depreciation charged on the fixed assets purchased with the grant. Deferred grant income in the balance sheet represents total grants received less amounts credited to the income and expenditure account.

1.11 Foreign exchange

Transactions in currencies other than pounds sterling are recorded at the rates of exchange prevailing at the dates of the transactions. At each reporting end date, monetary assets and liabilities that are denominated in foreign currencies are retranslated at the rates prevailing on the reporting end date. Gains and losses arising on translation in the period are included in profit or loss.

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2 Judgements and key sources of estimation uncertainty

In the application of the company's accounting policies, the directors 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.

3 Employees

The average monthly number of persons (including directors) employed by the company during the year was 37 (2025 - 36).

	2026 Number	2025 Number
Total	37	36

4 Impairments

Impairment tests have been carried out where appropriate and the following impairment losses have been recognised in surplus or deficit:

	Notes	2026 £	2025 £
In respect of:			
Fixed asset investments	6	-	19,163
Recognised in:			
Amounts written off investments		-	19,163

The impairment losses in respect of financial assets are recognised in other gains and losses in the profit and loss account.

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5 Tangible fixed assets

	Freehold buildings	Fixtures, fittings & equipment	Computer software	Total
	£	£	£	£
Cost or valuation				
At 1 April 2025	1,811,160	298,728	179,165	2,289,053
Additions	-	11,678	25,223	36,901
Disposals	-	-	(2,948)	(2,948)
At 31 March 2026	1,811,160	310,406	201,440	2,323,006
Depreciation and impairment				
At 1 April 2025	671,208	282,300	35,833	989,341
Depreciation charged in the year	2,569	7,596	25,599	35,764
At 31 March 2026	673,777	289,896	61,432	1,025,105
Carrying amount				
At 31 March 2026	1,137,383	20,510	140,008	1,297,901
At 31 March 2025	1,139,952	16,428	143,332	1,299,712

The difference between the historic net book value of freehold buildings and the current net book value is reflected in the revaluation reserve.

Land and buildings were valued on 16 August 2024 by Louis Taylor, who are not connected to the company. The valuation was made on an open market value basis by reference to market evidence of transaction prices for similar properties and was undertaken in accordance with the Royal Institution of Chartered Valuation Global Standards 2020. The directors consider that the gap between the year end and the valuation date is not significant and no material movement in value has occurred between these dates. As the expected residual value is higher than the carrying value no depreciated has been charged in the year.

If land and buildings were stated on an historical cost basis rather than a fair value basis, the total amounts included would have been as follows:

	Freehold buildings	
	2026	2025
	£	£
Cost	843,889	843,889
Accumulated depreciation	(467,315)	(448,270)
Carrying value	376,574	395,619

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6 Fixed asset investments

	2026	2025
	£	£
Shares in group undertakings and participating interests	1	1
Other investments	212,844	502,328
Other investments - trading account	-	1,552
	212,845	503,881

Fixed asset investments revalued

Investments includes listed investments and investments in physical commodities. All investments are measured at fair value with changes in fair value recognised in the income and expenditure account.

All listed investments have been sold in the year.

The investment in physical commodities is based on an open market value basis by reference to market evidence of transaction prices for similar commodities.

Fixed asset investments not carried at market value

Shares in a subsidiary company are measured at historic cost.

Movements in fixed asset investments

	Shares in subsidiaries	Listed investments	Listed investments trading account	Commodity investments	Total
	£	£	£	£	£
Cost or valuation					
At 1 April 2025	1	286,384	1,552	215,944	503,881
Valuation changes	-	13,372	-	-	13,372
Disposals	-	(299,756)	(1,552)	(3,100)	(304,408)
At 31 March 2026	1	-	-	212,844	212,845
Carrying amount					
At 31 March 2026	1	-	-	212,844	212,845
At 31 March 2025	1	286,384	1,552	215,944	503,881

7 Subsidiaries

Details of the company's subsidiaries at 31 March 2026 are as follows:

Name of undertaking	Address	Class of shares held	% Held Direct
S.O.T Community Partnership Railway Enterprise Centre Ltd	See below	Ordinary	100.00

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7 Subsidiaries **(Continued)**

Registered office addresses (all UK unless otherwise indicated):

1 Railway Enterprise Centre, Shelton New Road, Stoke-on-Trent, Staffordshire ST4 7SH

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

Name of undertaking	Capital and Reserves	Profit/(Loss)
	£	£
S.O.T Community Partnership Railway Enterprise Centre Ltd	551,348	2,932

The investment in subsidiaries are stated at cost.

8 Debtors

	2026	2025
Amounts falling due within one year:	£	£
Trade debtors	201,949	354,317
Prepayments and accrued income	210,914	265,798
	412,863	620,115

9 Creditors: amounts falling due within one year

	2026	2025
	£	£
Trade creditors	77,485	128,227
Taxation and social security	97,060	100,584
Other creditors	398,823	509,909
	573,368	738,720

10 Government grants

	2026	2025
	£	£
Arising from government grants	73,193	76,419

Government grants received to assist with the acquisition of business premises are treated as deferred income and released to the income and expenditure account over the useful economic life of the related asset to match the depreciation charge. Amortisation of £3,225 (2025 - £3,225) has been credited to the income and expenditure account during the year in respect of these grants.

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11 Members' liability

The company is limited by guarantee, not having a share capital and consequently the liability of members is limited, subject to an undertaking by each member to contribute to the net assets or liabilities of the company on winding up such amounts as may be required not exceeding £2.

12 Operating lease commitments

At the reporting end date the company had outstanding commitments for future minimum lease payments under non-cancellable operating leases, as follows:

	2026 £	2025 £
Total commitments	3,836	9,106

13 Related party transactions

The Chamber is limited by guarantee and under the control of its individual subscription paying members.

The Chamber receives and provides services to entities, which could be under the control of directors of the Chamber. All of the transactions with these entities have been concluded under normal market conditions and are therefore not required to be disclosed in accordance with accounting standards.