BLACK COUNTRY CHAMBER OF COMMERCE & INDUSTRY ANNUAL REPORT AND FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

COMPANY INFORMATION

Directors A S J Bond

C Crane A Allibhai S Moorhouse J L Smith J Sharma C Baker

S Williams V Wilkes

P Purssey

(Appointed 17 November 2021)

(Appointed 17 November 2021) (Appointed 17 November 2021) (Appointed 4 January 2022)

Secretary

L Taylor

Company number

04183431

Registered office

Creative Industries Centre

Wolverhampton Science Park

Glaisher Drive Wolverhampton WV10 9TG

Auditor

CK Audit

No 4 Castle Court 2 Castlegate Way

Dudley

West Midlands DY1 4RH

Business address

Creative Industries Centre Wolverhampton Science Park

Glaisher Drive Wolverhampton WV10 9TG

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DIRECTORS' REPORT

FOR THE YEAR ENDED 31 MARCH 2022

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

Principal activities

The Black Country Chamber exists to help businesses grow. We do this by bringing businesses together, helping them find new customers, explore new ways of working and make sure the right people know when they are being held back or they are doing something amazing.

The Chamber offers a range of services to businesses – from export documentation and customs declarations, trade support, account management, events, awards, training, and lots of networking opportunities. We also have contracts supporting the Armed Forces to offer bespoke services. We work in partnership with the other 5 Chambers of Commerce across the West Midlands to deliver the DIT contract through an LLP and at a policy level we work closely with Greater Birmingham & Solihull and Coventry and Warwickshire Chambers on Combined Authority and Elected Mayoral activity.

We believe in the strength and brilliance of the Black Country, and we support all those groups that are striving to make the area even better. We are a strategic partner on a wide range of local groups including the Sandwell Business Ambassadors, Dudley Business Champions, LEPs Competitiveness Board, University of Wolverhampton Business School's Advisory Board, WMCA Mayors Business Advisory Group, Economic Impact Group and Economic Growth Board.

We are governed by a board of 9 directors who, except for the CEO, Chair, President and Vice President, retire by rotation after a fixed term. We launched a Chamber Think Tank that will support the Chamber on policy development and key campaigns.

Directors

The directors who held office during the year and up to the date of signature of the financial statements were as follows:

D A Roberts (Resigned 17 November 2021)
G M Layer (Resigned 17 November 2021)
J M Woolvin (Resigned 17 November 2021)

AS J Bond

C Crane

A Allibhai

S Moorhouse

J L Smith

J Sharma

C Baker (Appointed 17 November 2021)

S Williams (Appointed 17 November 2021)
V Wilkes (Appointed 17 November 2021)

P Purssey (Appointed 4 January 2022)

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Results and dividends

Financial outturn 2021/22:

The financial outturn from the year was a deficit of £47,175 before taxation.

BLACK COUNTRY 2.0 was our biggest ever campaign designed to support businesses reboot, rebuild and rebound after the sadness and frustrations of COVID. It concluded in April following 14-months of activity and has become a template for co-ordinated, focused lobbying and communications outputs – including:

- · 6 x appearances on national & 8 x on regional broadcast media
- · 30 x insertions in print / digital media
- 27 x articles / updates blackcountrychamber.co.uk & Prosper
- · Over 250 social media messages
- · 9 x events briefings
- 4 x opportunities for members to engage with senior policymakers
- The campaign launched the first Black Country Chamber Economic Conference and the Black Country Think Tank
- Black Country 2.0 was a finalist at the Express and Star Business Awards in the Best Campaign Category

We also hit many milestones, including:

- 2% Increase in membership
- Continued to be the Secretariat to the Black County All Party Parliamentary Group
- Secured another 12 months funding for the Unsung Hero and won another Forces in Mind Contract to run the national Chamber Military Network
- · Increased our retention level to 90%
- · Increased our commercial revenue by £31k
- · We engaged with 160,000 individuals
- · We hit all our DIT Targets
- We launched the IGNITE start up centre in Wolverhampton City Centre in partnership with the University
 of Wolverhampton and City of Wolverhampton Council.

Qualifying third party indemnity provisions

The company has made qualifying third party indemnity provisions for the benefit of its directors during the year. These provisions remain in force at the reporting date.

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Future developments

We plan for 2022/ 23 to be a year of growth. Over the next 12 months we will focus on growing membership numbers, increasing our retention levels and increasing our commercial revenue.

COVID 19 has changed the way we work, and we have now permanently adopted flexible working opportunities for all staff who are able to and we plan to reduce the size of our office space for additional savings.

There will be many challenges:

- · COVID-19 has caused a paradigm shift in expectations and behaviours
- · Members are still trying to find ways to make Brexit work
- As home to the Levelling Up Department in Wolverhampton, the Black Country must capitalise on the devolution agenda.
- Region's tight conurbation means intense pressure from competitors delivering business support, some paid, some free (4 x local authorities, WMCA, BCLEP, Growth Hub, CBI, FSB, MAKE UK, IoD, Made in the Midlands, Border Bleed from other Chambers – Greater Birmingham, Staffordshire & Shropshire)
- · National trend of dropping membership numbers
- Uncertain approach to government funding opportunities

But we have now launched our new 3-year business plan to address these issues and to secure our finances and focus on sensible growth.

Our longer-term strategic ambitions remain the same:

- · The best possible Business Support Organisation
- · Exemplars in digital transformation
- · Exemplars in Inclusive Leadership
- · Closer Collaboration with neighbouring Chambers

This will be another tough year for local businesses as the cost of doing business spirals higher and higher – with record levels of inflation, record levels of vacancies, supply chain gaps, record energy and fuel costs, higher taxation and delays at ports. It will be critical that we are side by side with our members at every step of the way.

It will be essential that we look to replace the revenue and business support offer as the 25-year DIT contract comes to an end and five of our team TUPE into the Civil Service. UK SPF and the Levelling Up White Paper will become essential targets to help bolster our revenue.

It will also be a year with a new CEO and I wish them all the best in their new role – I am confident that their energy, focus and love of the Black Country will contribute to the Chamber's continued success.

These are the last set of financial statements that I'll sign off as CEO for the Black Country Chamber of Commerce and it has been an absolute honour to work here over the last 6 years. We've championed local businesses and hope that some of the things we've done will be long remembered. The Black Country is one of the most remarkable places on the planet full of inspiring people and breath-taking businesses. I have loved working with the simply brilliant team at the chamber. Every one of them is a star and I've learnt an incredible amount from them — I leave a far better person than when I started and that is thanks to their hard work, encyclopaedic knowledge, and perfect sense of humour.

Most importantly, thanks to our members – we are simply nothing without you. Thanks for sticking with us – it's been a tough few years, but the future looks bright.

Auditor

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

DIRECTORS' REPORT (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the company's auditor is unaware. Additionally, the directors individually have taken all the necessary steps that they ought to have taken as directors in order to make themselves aware of all relevant audit information and to establish that the company's auditor is aware of that information.

Principle risks and uncertainties

The chamber keeps an up to date risk register based on the ambitions set out in the business plan and which is reviewed regularly by the audit committee. Headline risks are around the commercial uptake of our products and membership, the retention of key externally funded contracts and the impact Brexit and Covid 19 might have on our local businesses.

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

On behalf of the board

C Crane Director

29 June 2022

DIRECTORS' RESPONSIBILITIES STATEMENT FOR THE YEAR ENDED 31 MARCH 2022

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 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.

INDEPENDENT AUDITOR'S REPORT

TO THE MEMBERS OF BLACK COUNTRY CHAMBER OF COMMERCE & INDUSTRY

Opinion

We have audited the financial statements of Black Country Chamber of Commerce & Industry (the 'company') for the year ended 31 March 2022 which comprise the income and expenditure account, the statement of comprehensive income, the 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 2022 and of its deficit 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.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

TO THE MEMBERS OF BLACK COUNTRY CHAMBER OF COMMERCE & INDUSTRY

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 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' exemption in preparing the directors' report and from the
 requirement to prepare a strategic report.

Responsibilities of directors

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, 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.

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

Extent to which the audit was considered capable of detecting irregularities, including fraud

We identified and assessed the risks of material misstatement of the financial statements, in respect of irregularities whether due to fraud or error, or non compliance with laws and regulations and then designed and performed audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Company by discussion and enquiry with the directors and management team and our general knowledge and experience of working with Chambers of Commerce.

We focused on specific laws and regulations which we considered may have a direct material effect on the financial statements or the operations of the company, including the Companies Act 2006, taxation legislation, data protection, employment, and health and safety legislation;

We assessed the extent of compliance with the laws and regulations identified above through making enquiries of management, reviewing correspondence with relevant regulators and reviewing board minutes.

INDEPENDENT AUDITOR'S REPORT (CONTINUED) TO THE MEMBERS OF BLACK COUNTRY CHAMBER OF COMMERCE & INDUSTRY

Audit response to risks identified

We assessed the susceptibility of the Company's financial statements to material misstatement, including how fraud might occur. Audit procedures performed included but were not limited to:

- Discussions with directors and management as to where they considered there was susceptibility to fraud, their knowledge of actual, suspected and alleged fraud;
- · Confirming our understanding of controls by performing a walk through test or observation and enquiry
- Performing analytical procedures to identify any unusual or unexpected relationships;
- · Identifying and testing journal entries;
- Agreeing the financial statement disclosures to underlying supporting documentation.

Owing to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. The more removed that laws and regulations are from financial transactions, the less likely it is that we would become aware of non-compliance. Auditing standards also limit the audit procedures required to identify non-compliance with laws and regulations to enquiry of the directors and other management and the inspection of regulatory and legal correspondence, if any.

Material misstatements that arise due to fraud can be harder to detect than those that arise from error as they may involve deliberate concealment or collusion.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with 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.

Wendy Davies (Senior Statutory Auditor)

For and on behalf of CK Audit

29 June 2022

Chartered Accountants Statutory Auditor

No 4 Castle Court 2 Castlegate Way Dudley West Midlands DY1 4RH

INCOME AND EXPENDITURE ACCOUNT FOR THE YEAR ENDED 31 MARCH 2022

		2022	2021
	Notes	3	3
Income	3	1,491,498	1,491,865
Cost of sales		(266,513)	(344,620)
Gross surplus		1,224,985	1,147,245
Administrative expenses		(1,298,726)	(1, 394 ,051)
Other operating income		18,891	99,342
Operating deficit	4	(54,850)	(147,464)
Interest receivable and similar income	7	7,675	10,952
Deficit before taxation		(47,175)	(136,512)
Tax on deficit	8	(1,458)	(2,081)
Deficit for the financial year		(48,633)	(138,593)

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

The notes on pages 12 to 19 form part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2022

	2022 £	2021 £
Deficit for the year	(48,633)	(138,593)
Other comprehensive income		-
Total comprehensive income for the year	(48,633)	(138,593)

The notes on pages 12 to 19 form part of these financial statements.

BALANCE SHEET

AS AT 31 MARCH 2022

		20	22	20	21
	Notes	£	£	£	£
Fixed assets					
Tangible assets	9		16,762		37,637
Current assets					
Debtors	10	214,335		354,724	
Cash at bank and in hand		1,446,854		1,307,518	
		1,661,189		1,662,242	
Creditors: amounts falling due within					
one year	11	(566,091)		(539,386)	
Net current assets			1,095,098		1,122,856
Total assets less current liabilities			1,111,860		1,160,493
			-		
Reserves					
Income and expenditure account			1,111,860		1,160,493

The financial statements were approved by the board of directors and authorised for issue on 29 June 2022 and are signed on its behalf by:

C Crane
Director

Company Registration No. 04183431

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2022

1 Accounting policies

Company information

Black Country Chamber of Commerce & Industry is a private company limited by guarantee incorporated in England and Wales. The registered office is Creative Industries Centre, Wolverhampton Science Park, Glaisher Drive, Wolverhampton, WV10 9TG.

1.1 Accounting convention

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.

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. The principal accounting policies adopted are set out below.

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

Revenue is recognised to the extent that it is probable that the economic benefits will flow to the Company and the revenue can be reliably measured. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates, value added tax and other sales taxes. The following criteria must also be met before revenue is recognised:

Rendering of services

Revenue from a contract to provide services is recognised in the period in which the services are provided in accordance with the stage of completion of the contract when all of the following conditions are satisfied:

- the amount of revenue can be measured reliably;
- it is probable that the Company will receive the consideration due under the contract;
- the stage of completion of the contract at the end of the reporting period can be measured reliably and;
- the costs incurred and the costs to complete the contract can be measured reliably.

Membership subscription income is recognised on invoice date and is deferred to the extent that it relates to future years. Where applicable income on contracts and grants is deferred to the extent that conditions have not yet been met to recognise the income.

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. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

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

1 Accounting policies

(Continued)

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:

Leasehold improvements25% straight line once assets are in useFixtures and fittings25% straight line once assets are in useComputers25% straight line once assets are in use

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 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.

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

If the recoverable amount of an asset (or cash-generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash-generating unit) is reduced to its recoverable amount. An impairment loss is recognised immediately in surplus or deficit, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

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

1.6 Cash and cash equivalents

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

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.

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

1 Accounting policies

(Continued)

Basic financial assets

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

Basic financial liabilities

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 and subsequently measured at amortised cost using the effective interest method.

1.8 Taxation

The company has obtained exemption from HM Revenue and Customs in respect of corporation tax, it being a company not carrying on a business for the purposes of making a profit. The company only pays corporation tax on its investment income.

1.9 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

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

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

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due. Amounts not paid are shown in accruals as a liability in the Balance Sheet. The assets of the plan are held separately from the Company in independent administered funds.

1.11 Government grants

Government grants are recognised at the fair value of the asset received or receivable when there is reasonable assurance that the grant conditions will be met and the grants will be received.

A grant that specifies performance conditions is recognised in income when the performance conditions are met. Where a grant does not specify performance conditions it is recognised in income when the proceeds are received or receivable. A grant received before the recognition criteria are satisfied is recognised as a liability.

1.12 Investments in joint ventures and partnerships

Interests in joint ventures and partnerships are accounted for as an investment at cost. Any distributions received from joint venture partnerships are accounted for on a cash receipts basis.

1.13 Interest income

Interest income is recognised in the Income Statement using the effective interest method.

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

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.

Critical judgements

The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

Determining whether there are indicators of impairment of the company's tangible assets. Factors
taken into consideration in reaching such a decision include the economic value in use and
whether there are expected future cash flows to be created by the entity.

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

Tangible Fixed Assets

Tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives of these assets are assessed annually and may vary depending on a number of factors. In assessing asset lives, factors such as life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as the remaining life of the asset and projected disposal values.

Trade debtors

At each reporting date, trade debtors are assessed for recoverability. If there is any evidence of impairment, the carrying amount of the debtor is reduced to its recoverable amount. The impairment loss is recognised immediately in the income statement.

3 Income

The total turnover of the company for the year has been derived from its principal activity wholly undertaken in England and Wales.

4 Operating deficit

Operating deficit for the year is stated after charging/(crediting):	2022 £	2021 £
Government grants Depreciation of owned tangible fixed assets (Profit)/loss on disposal of tangible fixed assets	(18,891) 22,931	(99,342) 24,781 223
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NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2022

5	Emp	loyee	25
_		,	-

The average monthly number of persons (including directors) employed by the company during the year

2022 2021 Number Number	
37 37	Average number of employees
	Their aggregate remuneration comprised:
2022 2021	
£ £	
940,535 1,018,765	Wages and salaries
92,514 98,078	Social security costs
63,836 64,941	Pension costs
1,096,885 1,181,784	
	Directors' remuneration
2022 2021	
£ £	
109,505 115,822	Remuneration for qualifying services
6,008 5,841	Company pension contributions to defined contribution schemes
115,513 121,663	

amounted to 1 (2021: 1)

Interest receivable and similar income 7

	2022 £	2021 £
Interest income	_	£.
Interest on bank deposits	7,675	10,952
Investment income includes the following:		
Interest on financial assets not measured at fair value through surplus or deficit	7,675	10,952

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

8 Taxation

The company is exempt from corporation taxation on its trading activities. The charge in the accounts represents corporation tax due on bank interest received.

9	Tangible fixed assets	Leasehold	Fixtures and	Computers	Total
		improvements	fittings	•	
		£	£	£	£
	Cost At 1 April 2021	32,427	24,916	120,750	178,093
	Additions	52,427	24,310	2,058	2,058
	raditorio				
	At 31 March 2022	32,427	24,916	122,808	180,151
	Depreciation and impairment			and the state of t	
	At 1 April 2021	32,427	24,916	83,115	140,458
	Depreciation charged in the year	79	-	22,931	22,931
	At 31 March 2022	32,427	24,916	106,046	163,389
	Carrying amount				
	At 31 March 2022			16,762 ———	16,762
	At 31 March 2021	-		37,636	37,637
	ALO: Maior Boll		the state of the s	====	====
10	Debtors				
				2022	2021
	Amounts falling due within one year:			£	£
	Trade Debtors			161,389	197,748
	Prepayments and accrued income			52,946	156,976
				214,335	354,724
				====	
11	Creditors: amounts falling due within one year				
"	Creditors, amounts raining due within one year			2022	2021
		N	otes	£	£
	Trade creditors			21,705	42,656
	Corporation tax			1,458	2,081
	Other taxation and social security			62,801	51,662
	Government grants		12	4,092	-
	Other creditors			2,190	931
	Accruals and deferred income			473,845	442,056
				566,091	539,386

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

12	Customs Grant Scheme		
		2022	2021
		£	£
	Arising from government grants	4,092	<u></u>
			
13	Retirement benefit schemes		
		2022	2021
	Defined contribution schemes	£	£
	Charge to profit or loss in respect of defined contribution schemes	63,836	64,941

The company operates a defined contribution pension scheme for all qualifying employees. The assets of the scheme are held separately from those of the company in an independently administered fund.

14 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 £1.

15 Operating lease commitments

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

	2022 £	2021 £
Within one year Between two and five years	3,451	3,451
between two and live years	3,564	7,015
	7,015	10,466

16 Related party transactions

The key management personnel of the Company include the directors (of whom only one is remunerated) and the Senior Management Team. The total remuneration paid to key management personnel for services rendered to the company was £378,705 (2021: £349,590).

The company has traded, as part of its normal operations, with other entities in which directors of the company have an interest. All transactions have been undertaken on an arm's length basis on normal commercial terms. Total income of £40,459 (2021: £57,341) has been received from organisations in which the company's directors have an interest.

Expenditure of £55,521 (2021: £87,377) has been incurred with organisations in which the company's directors have an interest.

At the year end £16,201 (2021: £7,577) was due from organisations in which the company directors have an interest and this is shown in debtors. At the year end £362 (2021: £4,476) was due to organisations in which the company directors have an interest and this is shown in creditors.

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

17 Ultimate controlling party

The company is not controlled by any single party.

18 Other investments

BCCCI is a member of the West Midlands Chamber of Commerce LLP (WMCC) which owns a subsidiary partnership West Midlands International Trade LLP (WMIT). WMIT delivers international trade services to companies in the region under a contract with Department for International Trade. WMCC is currently operating a final accounting period of 15 months to 30 June 2022 meaning there is no audited position on reserves at BCCCI's accounting year-end. WMCC's group reserves at 31 March 2021 were £531,920 and BCCCI's share of those reserves was £92,052. Management accounts of WMCC to 31 March 2022 confirm a surplus of £22,707 of which BCCCI is entitled to an estimated 15,76% (£3,579).

BCCCI has accounted for its interest in the entity as an investment at nil cost. No amount has been remitted to BCCCI in the current or prior year. Any future distributions will be accounted for on a cash basis and are anticipated once the company has been closed.