

Annual Report 2021

Credit Services Association
119th Annual Report



Who we are



The Credit Services Association (CSA) is the only UK Trade Association for the debt collection and debt purchase industry, with nearly 300 members.

As the voice of the collections industry, **our vision** is to **build confidence** in debt collection by making the entire process **clear, easy to understand** and **less stressful** for all those involved.

Our three primary roles



Engage

To represent our members at the highest level with external stakeholders to **enhance the reputation of the industry.**



Support

To facilitate a collaborative environment to **share best practice** for the further improvement and **ongoing professionalism** of the industry.



Promote

To promote **excellence and integrity in standards and culture** across the industry.

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Credit Services Association Limited

Company registration number:
00089614

The Board of Directors

Lord Tom Chandos (Chair)
Nick Cherry
James Appleby
(appointed February 2021)
Andrew Bunting
Joanne Cowens
Denise Crossley
Craig Hinchliffe
Frank Horvath
Dr David Hutchinson
(resigned February 2021)
Chris Leslie
Yvonne MacDermid OBE
Kathryn Morgan
(appointed February 2021)
Jane Peacock
(appointed March 2021)
Ian Rea
John Ricketts
David Sheridan
(resigned February 2021)

CSA (Services) Ltd

Company registration number:
05055685

The Board of Directors

Lord Tom Chandos
Nick Cherry (Chair)
Peter Hayle
Craig Hinchliffe
Dr David Hutchinson
Chris Leslie
Fiona Macaskill
Yvonne MacDermid OBE
Kathryn Morgan
(appointed February 2021)
Jane Peacock
(appointed March 2021)
David Sheridan
(resigned February 2021)

Registered office of both companies:

2 Esh Plaza
Sir Bobby Robson Way
Great Park
Newcastle upon Tyne
NE13 9BA

Auditors

Robson Laidler LLP
Statutory Auditor
Fernwood House
Fernwood Road
Newcastle upon Tyne
NE2 1TJ

Note on report

The report is in the main written to describe the activities of the Association during the calendar year 2021 although the Finance Report and the financial statements refer to the Association's financial year, which runs from 1 July 2020 to 30 June 2021.

Chair update

It has been an honour to Chair the Credit Services Association during 2021, a year in which our sector learned to cope with the new realities of the COVID pandemic, offering forbearance and debt respite to vulnerable customers and helping thousands of businesses and creditors recover vital funds to pay their bills, maintain employment and offer credit availability for the wider society.

As the trade association for the collections and debt purchase sector we are acutely conscious of the need for best practice to be disseminated and high standards upheld by our member firms – and so we were glad to note that the rate of Ombudsman complaints ‘upheld’ against DCAs and purchasers remains markedly lower than for the rest of the consumer credit industry (40% for wider financial services versus 28% for our sector). We welcomed the attendance by the Financial Ombudsman Service (FOS) at our annual UK Credit & Collections Conference (UKCCC) conference in Newcastle in September – and it was immensely refreshing to bring together over 200 attendees from across the sector in what was the first face-to-face networking event after a long period of enforced remote working.

The CSA has remained a vital resource for member firms over the past year, welcoming regularly high attendances at our now well-established ‘Virtual Member Meetings’ each month to share ideas, hear key speakers and receive updates on the latest regulatory developments. Our learning and development team are supporting a greater number of apprenticeship courses than ever before, helping members access the Government’s ‘Kickstart’ employment scheme and now developing a new ‘Collections Learning Initiative’ (CLI) series of specialist training modules

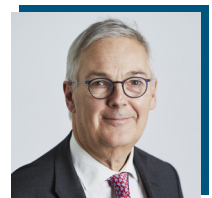
As a not-for-profit trade association we are grateful for the support of member firms who not only affiliate to the CSA but actively participate in shaping our dialogue with regulators and Government. When we make requests of members for information or data, this is a vital resource for the evidence we need to respond to new policy developments

– and we very much appreciate the time taken to support our collective efforts. We have published a number of specialist reports during 2021, including on how best to approach issues of forbearance and a fuller analysis of the costs of compliance for our sector, and member firm input has been crucial for our research.

I would like to take this opportunity to thank both the team of dedicated staff working at the CSA HQ in Newcastle and my fellow Board members – including newly coopted Board director Jane Peacock in 2021 with her experience in skills and training, who succeeds long-standing CSA Board member David Hutchinson and who we thank for his long service. We also welcomed newly elected Board members Kathryn Morgan and Jim Appleby at our AGM and their contribution and dedication is helping to make the Credit Services Association a first-rate trade body that members can value. My thanks also to outgoing Board members David Sheridan who left the Board in March 2021 and who we are grateful to for his support including his work chairing our PR committee.

Our agenda for 2022 reflects our continuing need to rebut the myths and misconceptions about collections and recoveries, persuading regulators and policy-makers of the benefits of early engagement between customers, creditors and DCAs, and developing new thinking on ways in which our sector can stay at the forefront of customer service.

Tom Chandos
CSA Chair



Chief Executive report

Over the past year the CSA has worked hard to champion the priorities of member firms, engaging actively with key policy-makers such as the Financial Conduct Authority (FCA), the Financial Ombudsman Service and HM Treasury, promoting the professionalism of our sector and reiterating the commitments in our Code of Practice.

The pandemic and its economic impact are lasting longer than many may have at first expected, with periods of hope and expectation that normality may be returning too often dashed, as new COVID variants prompt setbacks and retrenchment. Nevertheless, the collections and debt purchase sector have, on the whole, weathered the downturn, customer engagement has endured well and even when Government support has tapered away, repayment rates have continued at reasonable levels. The longer term trend to watch will be what impact a new culture of restrictions and working-from-home may have on attitudes towards credit and the consequent stock and flow of consumer borrowing.

During one of the periods of respite from the pandemic it was a pleasure to host the return of our UK Credit & Collections Conference in Newcastle, together with our inaugural CSA Awards presented by former snooker World Champion Steve Davis. The event brought home the value of face-to-face networking, gave us an important moment to take stock of the key issues facing our sector and a chance to celebrate the innovation, integrity and staff dedication to customer service we have witnessed in recent times.

When I have had the chance to visit member firms and see the efforts invested in resolving debts amicably with customers and the benefits gained from dialogue and engagement, I have been impressed at the lengths to which collections agencies will go to rephrase payment terms, offer forbearance to those in need of assistance, and provide support and signposting for the most vulnerable. There are still too many myths and misconceptions about the collections sector and we must try hard to share some of these

positive stories and dispel the fallacies that exist about what is an essential component of the credit process.

Our bread-and-butter objective of influencing public policy has developed further during 2021, not only responding comprehensively in reaction to regulatory consultations, but aiming to proactively shape opinion through a series of policy reports, including our 'cost of compliance preliminary review' and our paper urging a flexible forbearance policy framework - highlighting the risks and unintended consequences of an overly prescriptive approach. New developments in technology and the increasing prevalence of digital customer engagement channels, together with regulatory changes such as the new 'consumer duty', will all be on our agenda for 2022.

A crucial aspect of our work at the CSA is the provision of high-quality learning and accreditation solutions, including our specialist Apprenticeship programme and our re-launched Collection Accreditation Initiative. I'm delighted that in 2022 we will see the roll out of exciting new training modules further supporting skills development and I would encourage all member firms to see these learning and development opportunities as a chance to bolster recruitment strategies at a time when attracting and retaining talent is at such a premium.

Finally, a few thank yous: I would like to take this opportunity to record my appreciation to the CSA Board for the stewardship of our work and input into our research and policy. I want to thank the team at our Newcastle headquarters for their diligence and commitment - juggling time in the office and working from home when required - as they understand the importance of supporting a professional and effective collections and debt purchase sector as part of a well-functioning credit cycle.

Chris Leslie
CSA CEO



CSA committees

Chair's Committee

Tom Chandos (Chair)
Nick Cherry
Denise Crossley
Chris Leslie
Ian Rea

Audit & Risk Committee

Denise Crossley (Chair)
Tom Chandos
Joanne Cowens
Frank Horvath
Chris Leslie

Conduct Committee

Tom Chandos (Chair)
Chris Leslie
Yvonne MacDermid

International Affairs Committee

Frank Horvath (Chair)
Jim Appleby
Andrew Bunting
Ian Rea
Chris Leslie

Nomination & Remuneration Committee

Tom Chandos (Chair)
Denise Crossley
Yvonne Macdermid
Kathryn Morgan
Jane Peacock

Public Relations Committee

Andrew Bunting (Chair)
Tom Chandos
Craig Hinchliffe
Chris Leslie
John Ricketts

Regulation & Compliance Committee

Ian Rea (Chair)
Jim Appleby
Joanne Cowens
Denise Crossley
Chris Leslie
Kathryn Morgan

Board & committee attendance

	Nomination & Remuneration Committee		Regulatory & Compliance Committee		International Affairs Committee		PR Committee	
	CSA (Services) Ltd Board		Chair's Committee		CSA Board		Audit & Risk Committee	
Meetings held in 2021:	2	4	4	2	4	3	3	4
Jim Appleby*	-	-	3	-	-	-	3	4
Andrew Bunting	-	-	4	-	-	3	3	-
Tom Chandos	2	4	4	1	4	2	-	-
Nick Cherry	-	4	3	-	4	-	-	-
Joanne Cowens	1	-	4	-	-	-	-	3
Denise Crossley	1	-	3	2	3	-	-	4
Peter Hayle	-	4	-	-	-	-	-	-
Frank Horvath	2	-	4	-	-	-	3	-
Craig Hinchliffe	-	4	4	-	-	3	-	-
David Hutchinson	-	4	-	-	-	-	-	-
Chris Leslie	2	4	4	2	4	3	3	4
Fiona Macaskill	-	4	-	-	-	-	-	-
Yvonne MacDermid	-	4	3	2	-	-	-	-
Kathryn Morgan*	-	2	4	1	-	-	-	3
Jane Peacock*	-	3	4	2	-	-	-	-
Ian Rea	-	-	4	-	4	-	3	4
John Ricketts	-	-	2	-	-	2	-	-

Notes

¹There was no requirement for a Conduct Committee meeting in 2021.

²Figures indicate number of meetings attended where applicable.

*Joined Board mid-year and attendance is based upon meetings from Q2 onwards.

Committees review

Audit and Risk Committee

The CSA continues to pursue good financial accounting practices and during the past year the Audit & Risk Committee has met twice, as is normal, first in Spring to review the Association's budget and financial plans, reserves policy, risk register and insurance cover - and then again in November to review the annual accounts for 2020-2021 in liaison with the external auditors, Robson Laidler Accountants Ltd.

The auditors report again that our financial statement represents a true and fair view of the company's affairs and are prepared correctly in line with all normal requirements.

Although trading conditions have remained challenging throughout the pandemic period, the CSA's business model is sound, management has anticipated risks and adjusted spending and revenue plans accordingly, and the CSA is functioning well as a not-for-profit trade body, both representing member firms and providing appropriate services.

Denise Crossley, Committee Chair

International Affairs Committee

As the UK has adapted to economic activity outside the membership of the European Union, so too has the collections and debt purchase sector. By and large CSA member firms have managed new arrangements in Europe successfully, chiefly through subsidiary operations in locations across Europe or by moving their parent company's place of registration to an EU country.

The CSA has continued its membership of the Federation of European National Collections Associations (FENCA) and our chief executive attended their AGM in Berlin in September 2021 in order to maintain policy links, beyond Brexit. Although new EU initiatives, such as the NPL Directive, do not have direct effect on UK firms, the CSA is monitoring developments for potential relevance for member firms operating across the continent.

Reflecting the post EU world, the CSA

Board agreed to broaden this committee's remit to cover global collections and debt purchase policy issues, renaming it the 'International Affairs Committee'. Accordingly, we conducted two surveys over the summer months, first of our debt purchase membership to establish priority concerns and jurisdictional key interests. Secondly, we surveyed our CSA international member firms to acquire greater insight into their policy priorities operating within the UK from abroad. The committee will use this understanding to inform our deliberations for the year ahead, while maintaining a watching brief on developments in markets of interest and providing relevant regulatory briefings for members.

Frank Horvath, Committee Chair

Public Relations Committee

Ensuring that our sector is well represented in media and public debates can be challenging, but the CSA balances the role of promoting customer engagement with collections agencies and rebutting the myths and misconceptions around our work to the best of its ability. The executive team have now an established series of key messages, allowing a more rapid response to media enquiries that arise - and they consult the PR committee should new policy questions arise. We communicate weekly with members through our general 'CSA News' e-bulletin and in specialist updates such as the 'Compliance Roundup'.

Over the past year our public relations activities have included many online blogs and articles, inclusion in the Social Market Foundation essay collection on the future of credit, profile-raising during 'Debt Awareness Week', coverage for the relaunch of our Creditor Accreditation Initiative, the CSA Awards, articles on the introduction of 'Breathing Space', reporting on our policy paper 'Tailored Support & The Need for Flexibility in Forbearance' and for our report examining the impact of potential decriminalisation of TV licensing.

We continue to promote and market the suite of CSA learning and development

services available to both member firms and non-member organisations, especially our apprenticeship programme – and are grateful for the assistance of Helen Gill who provided helpful maternity cover support during 2021. News developments in recent months, for example the large number of energy provider firms falling into administration, have required our media response. We can be certain that the continuing series of regulatory changes this year and in the months ahead will also require the CSA to provide public reaction.

Andrew Bunting, Committee Chair

Regulation and Compliance Committee

Our regular committee meetings provide a constructive forum for Board members with day-to-day frontline experience to share insights, observations and discuss the potential impact of Regulatory change with our executive team, helping make the CSA an effective voice representing the industry to regulators and policy-makers. 2021 was a very busy regulatory year, especially with the introduction of the debt respite ‘breathing space’ scheme and the impact this had on creditors and collections agencies alike. We were pleased that our CSA Report ‘Costs of Compliance – Preliminary Review 2021’ has helped to marshal strong evidence quantifying the impact of regulation and compliance on our sector, which we hope will persuade policy-makers to take a proportionate approach in future reforms.

During the course of the past year, the CSA has made representations to the Treasury on the future of the regulatory framework, the Woolard Report and subsequent proposals from the FCA for a ‘consumer duty’ – on which we will continue to engage – and of course pressed for restraint in implementation of fees and levies affecting member firms.

Our executive team regularly engage with other trade bodies and forums including SCOR, the Cabinet Office Fairness Working Group, FENCA and the SFS Governance Group. We are fortunate to have strong in-house legal counsel support and as a result have gained insights to share with member firms on legal developments and through our

CSA Law Group.

The new acting chief executive at the Financial Ombudsman Service has improved consultations with trade bodies and we have had opportunities this year to engage on our call for reform of claims management company regulation and we were pleased representatives attended our annual UK Credit & Collections Conference in September. As chair of the committee I join the executive team in quarter meetings with FCA officials where I can feed in any concerns or Committee outputs and we can hear the views of the regulator.

We are monitoring closely the issues raised earlier in 2021 by the FCA in their supervisory strategy letter to sector firms including on forbearance, vulnerability and use of litigation. We are also aware that member firms will be addressing issues including aligning with the new Consumer Duty standards, operational resilience, diversity & inclusion and wider environmental, social and governance questions in 2022 – and the CSA will look to support you through these changes where we can.

Where member firms would like the CSA to pursue particular objectives, please do raise these in the open forum at our regular monthly ‘Virtual Members’ Meetings’. Alternatively contact the team or myself and the committee will be happy to pick up the baton on issues, concern or areas where you feel that the CSA’s sector consolidated view can add value and support you through what is bound to be another busy and challenging year.

Ian Rea, Committee Chair

CSA 2021 timeline

March

CSA appoints Independent Non-Executive Director

Jane Peacock

CSA awarded Cyber Essentials Plus certification

CSA report:

Cost of Compliance - preliminary review 2021

CSA lobbying:

CSA writes to the Minister for Financial Inclusion to promote early engagement in combating problem debt

CSA responds to consultation paper:

MoJ: Increasing selected court fees and Help with Fees income threshold inflation

May

CSA Code of Practice updated

CSA Awards launched

CSA L4 Counter Fraud Investigator Apprenticeship launches

January

CSA report:

Squaring The Circle - setting the strategy for UK business 'Bounce Back' loans collections

CSA responds to consultation paper:

FOS: Strategic plans and budget 2021/22

February

CSA Learning & Development Conference

- online

CSA granted

Kickstart Scheme Gateway

status by the Department of Work & Pensions

CSA AGM

- online

CSA appoints two board members:

James Appleby
Kathryn Morgan

CSA responds to consultation paper:

HMT: Future regulatory framework review Phase II

CSA appoints Training, Finance and Compliance Administrator

Jamie Skiggs

April

CSA online workshop:

Building operational resilience post COVID-19

June

CSA Key Considerations document released covering litigation

CSA issues VAT reform survey to members

July

CSA report:

Tailored support and the need for flexibility in forbearance

Revamped
CSA Collector Accreditation Initiative (CAI) launched

CSA responds to consultation paper:

FCA: CP21/13:
A new consumer duty

September

CSA UK Credit & Collections Conference (UKCCC)

returns to face-to-face format

Inaugural CSA Awards

held as part of UKCCC 2021

CSA responds to discussion paper:

SRA: Restricting fees for some claims management services

November

CSA responds to consultation paper:

DCMS:
Data: a new direction

August

CSA report:

Looking after Auntie: what can the debate about TV licensing tell us about the wider challenges of decriminalisation?

CSA appoints Kickstarter

Emad Kashy

October

CSA CEO writes letter to Ofgem

for clarity on regulation of energy suppliers falling into administration

CSA issues survey on outbound calls & issues with customer ID verification survey to members

CSA responds to consultation papers:

BEIS: Reforming competition and consumer policy

HMT: Amendments to the Money Laundering Regulations 2017 statutory instrument 2022

HMT: Call for evidence: Review of the UK's AML/CTF regulatory and supervisory regime

CP21/28: New cancellation and variation power: Changes to the handbook and enforcement guide

December

CSA Shortlisted for Trade Association Forum Best Practice 'Skills Development' Award

CSA ongoing strategies

Engage

Dialogue with and input from CSA members to improve our understanding of members' needs across a diverse range of events, workshops and conferences.

Maintain a strong voice for our members and represent their views properly.

Influence and network effectively across all key stakeholders.

Federation of European National Collection Associations (FENCA) – play an active part to benefit members, raising relevant issues and feeding back.

Support

Involve our Board and membership in forming our policies and communications.

Provide our services as cost effectively and efficiently as possible.

Tailor services and information to each type and category of member firm.

Grow our Learning & Development business and support the skills and professional development of our sector.

Support members' recruitment, retention and training needs through offering range of specialist apprenticeship standards.

Promote

Continue to maintain the Code as the benchmark for industry best practice, assuring quality and professionalism in the services CSA Members provide.

Promote the benefits of membership and communicate the value it provides.

Address policy challenges through our committees and report their work.

✓ Regulation & Compliance

In March 2020, members were catapulted into the unknown due to the worldwide COVID-19 pandemic, and so it was more important than ever to ensure that the CSA engaged with members regularly, provided them with support, and guided them through the minefield of short consultation periods and fast regulatory decisions, the impact on their businesses and practices, and also on their customers. Early conversations with members in 2020 were quite bleak, with some experiencing real hardship, but the majority maintaining regular collections, and others seeing an uplift.

2021 brought with it a much brighter picture, with members settling into the 'new way of working' and advising of high levels of customer engagement, uplifts in collections and increased debt placements. All of this brought about the introduction of new and innovative ways to engage with customers and clients, and we'll be looking closer at technological innovation in the sector into 2022.

The CSA's engagement with members was also at an all-time high in 2021 with the continuation of our monthly Virtual Members' Meetings (VMMs), a platform for members to share their views on important areas of concern to them; giving us insight into impacts on their business, for example the increases in insurance premiums and how we can help to get a better deal; and areas where we can invest our lobbying efforts to promote a fairer playing field.

The VMMs are also a platform for the Association to update on important matters such as; the implementation of the Debt Respite Scheme (breathing space) and challenges this brought to members and the action we took to address those challenges; recommencement of litigation which led to the production of the key considerations when litigating document, a useful resource for members; changes to the data gathering initiative and much more. It would be such a shame to lose this engagement so we will be continuing with the monthly VMMs throughout 2022, and it would be great to see some new faces at those meetings.

As well as the monthly VMMs, we also held six online Regulation Roundtables, all of which were well-attended, and the topics for discussion covered compliance and regulatory matters including; SM&CR and conduct rules training, COVID and treatment of vulnerable customers, breathing space, data protection reform and climate change and ESG to name just a few.

A full overview of the discussions can be found in CSA Insights within the Member Zone of the CSA website. The Regulation Roundtables would usually be face-to-face events and held regionally to reduce travel time and keep costs low. Our intention will be to revert back to face-to-face regional meetings in 2022 (COVID permitting), and as places are usually limited I would encourage anyone interested in attending these more intimate meetings, to book early when bookings open in 2022.

Successful member engagement continued throughout 2021 with dedicated workshops, regular calls and of course, the return of our flagship conference UKCCC 2021, which was the first face-to-face event to take place in the sector. It was great to see so many new faces, as well our regular attendees.

But the engagement doesn't just include that with our members. We have also represented the membership at; breathing space creditor meetings, allowing us to share member concerns; the Government's Fairness Group and attendance at two of their sub-committees, allowing us to provide valuable input into Government collections; SCOR meetings and the opportunity to put forward our proposal to share data as part of the debt purchase process; MALG meetings to promote the high standards members provide to their customers most in need of debt advice; and importantly, our quarterly meetings with FCA have continued, keeping us close to any developments coming from the Regulator.

Claire Aynsley
CSA Head of Regulatory
Compliance Standards



This year the CSA's Learning and Development department has worked - as with all businesses - under the cloud of the pandemic. Despite the challenges encountered I am delighted to report that in terms of our performance we outstripped national minimum requirements, with 85% of our apprentices successfully completing their apprenticeships. We are now working with employers from across the UK to deliver powerful apprenticeships in Compliance, Risk, Regulation, Collections and Financial Crime and have trained over 300 apprentices during the last 12 months.

Outside of apprenticeships, we are developing new learning content through innovative digital learning to provide a foundation of knowledge for colleagues in the sector. We have also been contracted to develop tailored and bespoke learning in internal financial crime investigation, building on our successful Counter Fraud Investigation apprenticeship. Many firms are discussing how they can build their own internal capability in this area, and CSA's training will effectively support that.

In December 2021 the CSA was shortlisted within the Skills Development category of the Trade Association Forum's Trade Association Best Practice Awards 2022.

Debt Adviser Apprenticeship

I am delighted to report that we are the first national training provider to launch the Debt Adviser Apprenticeship following the year-long delay due to the pandemic. The feedback so far has been very positive and we have good reason to believe that the take-up from the sector will be strong through the coming year.

Improving services

2021 has been a year for improvement, with the introduction of a new Collector Accreditation Initiative (CAI) platform bringing the test in line with other vocational and professional qualifications and now offering a graded mark.

With the new CAI testing platform, we also have an accompanying Learning Management System which will form the

platform for the delivery for the new digital learning product (the Collections Learning Initiative (CLI)) which is due to be launched in 2022.

We have also introduced an apprenticeship management system which ensures we have a strong and stable platform to support the continued growth of our apprenticeship delivery.

Additional learning support is an important element of effective apprenticeship training and ensuring that all prospective apprentices are assessed for often previously undiagnosed learning difficulties. As a result, the CSA introduced a system called Cognassist which assesses all potential apprentices' neuro-diversity needs and where required additional training and support is provided.

Speaking of the Cognassist assessment, a CSA apprentice said: "The initial assessment was straightforward and self-explanatory to complete. It picked up on areas which I have previously found more challenging but had not really understood why. The report helped me to identify the specifics with this. I found it reassuring to have support knowing it was not down to lack of effort or trying that I may find these areas more challenging. This enabled me to start conversations around the topic without feeling I was not fit for the job."

Governance

As CSA (Services) Ltd is the business which is an approved Independent Training Provider, sound governance is a vital element of providing assurance around the use of government funds. David Hutchinson stepped down from the main board in 2021, although we are delighted that he has chosen to remain on the CSA (Services) Ltd board so we did not lose the massive value he brings through his extensive experience and understanding of the regulated Education and Training sector.

Through an open recruitment process the association recruited Jane Peacock to both boards as our new specialist Independent Board Director. Jane's wisdom and knowledge of funded training and education

has already been of huge benefit and further strengthens the governance of our apprenticeships.

The Future

In 2022 we plan to continue our growth of apprenticeships and to provide members with tailored learning which responds directly to the needs of the sector. Through recruitment challenges which many are currently experiencing the CSA understands the need to continue to provide learning and development products and services which promote and support the fantastic career opportunities in our sector.

Strategic Partnerships within L&D

Good collaboration and partnerships is a fundamental foundation for the successful delivery of CSA’s Learning and Development products, and during the past year CSA has strengthened existing partnerships and opened up new ones.

We are represented on the Education and Skills Funding Agency (ESFA) Intermediary Ambassador network with membership of the steering committee. This opens up new links across a wide range of employer representatives and professional bodies, which contribute to the aim of building our profile and the appreciation of our members and their purpose.

We also continue our work with the Chartered Trading Standard Institute (CTSI) on the continued roll-out of apprenticeships, including the development of a higher apprenticeship.

CSA is a member of the Debt Adviser Apprenticeship Trailblazer group, which includes DEMSA representation and representatives from across the commercial and not-for-profit debt advice and debt management sector.



CSA Apprentices in the UK

As of December 2021:



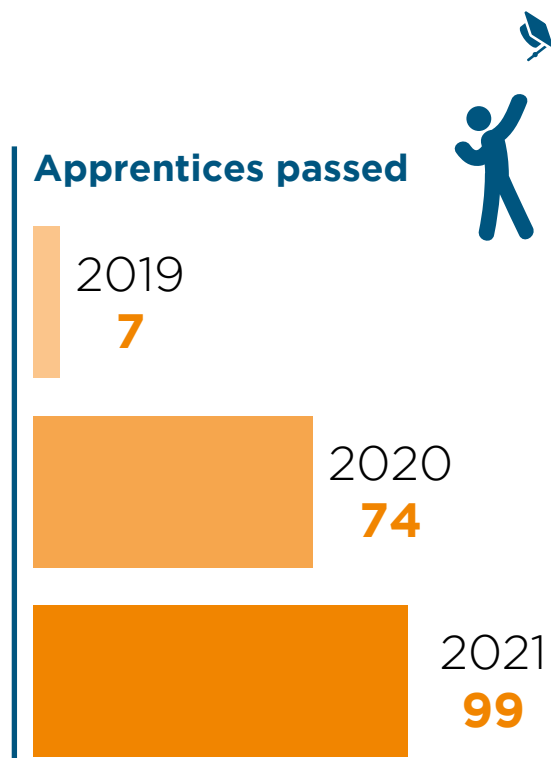
Delivering to
176
Apprentices



Working with
73
employers



Including
23
Local Authorities



Collector Accreditation Initiative





collector accreditation initiative

The Collector Accreditation Initiative (CAI) is an affordable, online test that annually benchmarks an individual collector's knowledge and compliance to the highest standards our industry demands.

A new CAI platform launched in 2021 with a significantly improved user experience and enhanced reporting. The content and difficulty level of the exam questions has been updated to reflect the increasingly complex regulatory environment.

The CAI is a benchmark for staff knowledge in our industry while also providing a key indication of a company's commitment to continuous development and delivering consistently high levels of customer service. Industry compliance and business cultures have changed over the past few years, and therefore the CSA continues to invest in the development of the CAI platform and its question bank.

CAI Results: Year end 31 December 2021

 Collectors who passed:	2,198
 Number of CSA member companies accredited:	74

Membership and Sales

2021 was another busy year for the Sales department, covering different areas of the CSA from dealing with Learning & Development, apprenticeship and new membership enquiries, to retaining existing members and working on our events across the year.

The main focus has been on Apprenticeships and converting enquiries. As the economy opened up slowly during 2021, we saw a gradual increase in the number of enquiries coming in regarding all of the apprenticeships we provide, including more from CSA members. There has been an increase in the number of members actually proceeding with apprenticeships following their enquiries who are either starting to use their Apprenticeship Levy funds, or making use of the Levy transfer if they are non-Levy payers (an annual payroll of under £3m).

The CSA is now listed on more large procurement portals and frameworks than a year ago, classed as an Apprenticeship Provider on direct procurement portals with local authorities and other public sector procurers, and has been brought up to date on existing portals to reflect the greater range of apprenticeships we now provide.

Membership enquiries are still coming through covering all membership types and all sizes of companies. The conversion rate of membership enquiries does vary slightly from year-to-year and has maintained itself around 25%, which is usual.

This year saw the return of an in-person UKCCC (the first large face-to-face event in our industry since the pandemic started), which was great news. This meant that the department could again work towards bringing in sponsors, exhibitors and paying delegates. The event was a great success due to the large number of people in attendance, with a sold-out exhibitor area and very positive and complimentary feedback being received from delegates.

2022 will see us focusing on the continued growth of apprenticeship revenue, the revamped CAI product, the new Collection Learning Initiative, working towards the CSA Skills Summit on 10 February 2022, the UKCCC in September, as well as the regular events such as the Regulation Roundtables and Virtual Members Meetings.

Membership

As we have seen a gradual return to what could be classed as 'normality' over the course of 2021 in comparison to 2020, there's been an increase in the number of enquiries from companies about becoming members of the CSA, representing a broad mix across all classifications of membership.

As at December 2021, we've had 85 different companies express an interest in CSA membership during 2021 (a 42% increase on 2020) and, of those, 16 have signed up with a further 12 (10 in 2020) in active discussions to become members.

These companies represent new DCAs in our Foundation category, more established DCAs in our Full category as well as companies that fall into Affiliate, International and Supplier. I am confident that this will increase into 2022 and enhance our membership revenue against the very low attrition rate that we've seen this year.

Mark Buckley
CSA Head of Sales



CSA membership



Breakdown
1 January 2021 -
31 December 2021

Full	140
Sub-account	36
Affiliate	40
International	26
Foundation	8
Creditor	19
Supplier	17
Intermediary	3
Industry stakeholder	1

Total: 290



New/lapsed members
1 January 2021 -
31 December 2021

	New	Lapsed
Full	2	7
Sub-account	2	1
Affiliate	2	3
International	1	1
Foundation	6	2
Creditor	0	0
Supplier	4	3
Intermediary	0	0
Industry stakeholder	1	0

New members

1 January 2021 - 31 December 2021

- Debt Settle Ltd
- Trust Payments Ltd
- Rayford Marwick Legal Ltd
- Global Credit Recoveries Ltd
- Lovetts t/a Guildways
- Advanced Debt Recovery Legal Ltd
- Comify Ltd t/a Esendex
- Pro-Factor
- Crown Commercial Services
- Sigma Connected Holdings Ltd
- Sinclair Taylor Management Services Ltd
- Data on Demand
- Ophelos Ltd
- Recoverable Solutions Ltd
- Qualco Information Technology Systems SA
- Senatus CMS Ltd
- Sopra Steria Financial Services Ltd
- The Digital DRA Ltd

The start of the pandemic saw unprecedented interventions in both economic and daily life as governments attempt to adjust. Planned policy objectives were paused in favour of targeted interventions such as the FCA's programme of forbearance for customers, the temporary uplift in Universal Credit and loans for businesses.

If 2020 was a year of suspended animation, 2021 was the year of the big thaw. Themes of protection, intervention and support gave way to more of a 'business as usual' feel. The Government, keen to promote an image of a robust economy and political normality, returned to much of the paused policy activity.

It has been clear that there are still challenges stemming not only from the pandemic but also factors such as the UK's relationship with the European Union, global supply chain issues, rising energy prices, announcements of price rises in the communications sector and a move to decarbonising economies.

The CSA has been driving home the importance and existence of a professional, efficient and empathetic collections sector. To recover, businesses and individuals need to gather in what they are owed, but those that are owing the money might need time and forbearance to do so. CSA Members were introducing enhanced forbearance while the Government and the FCA were considering whether or not to mandate it.

While emphasising the importance of a vibrant collections and purchase markets has been an important part of our outward facing engagement, it has also been threaded through our engagement on policy development and implementation.

Fair treatment for our members has been a consistent theme in our engagement on fee related issues whether they related to the FCA, the Financial Ombudsman or the Money and Pensions Service. We have continually stressed the importance of not merely considering each inevitable cost increase in isolation but the cumulative effect both at the time and over time to understand the impact on members.

We have been actively engaging on a range of issues from the Treasury's Future Regulatory Framework review to the FCA's Consumer Duty consultation, from Debt Relief Orders to changes to information sheets. We remain active in supporting the Cabinet Office's Fairness Group and its attempts to align public sector attitudes with the professionalism in our sector.

May 2021 saw the Government's Breathing Space scheme come into force though not without some teething troubles. We conveyed member concerns with its operation to both the Insolvency Service and the FCA and raised some of the more general issues that hopefully will not be repeated in the Statutory Debt Repayment Plan consultation when that is issued in 2022.

We have also begun to engage in more discursive influencing, exploring issues that may be of relevance to member markets or which have a direct bearing on them. Our report on the Government's Bounce Back Loans correctly anticipated many of the challenges that the collection of these loans now face, helping to showcase the expertise of our members. Our report on the cost of compliance provided a strong basis to make representations to Government and regulators on the importance of proportionality, not merely in setting fees but in properly understanding the effect of policy proposals.

Looking to the future, we can expect to see challenges as more of the effects of the last two years filter through. It will be as important as ever to promote the importance of a skilled and professional collections sector. We will continue to push the importance of the Government beginning the process of overhauling the now antiquated information aspects of the Consumer Credit Act, and why it is no longer fit for the digital age.



Henry Aitchison
CSA Head of Policy

HR & Operations

The CSA head office has moved towards a hybrid working model, having successfully navigated working from home during lockdown. Early indications are that this model allows a better work-life balance for people, while also meaning that the organisation does not need to expand its office premises due to several members of the team now hot desking or working from home. With this in mind, we are in the process of extending the lease on our existing office space for an additional five years, having negotiated a continuation of terms with no increase in cost.

2021 has seen some natural staff turnover and recruitment. Sales Administrator, Christina Collier, left the Association in September 2021 and Sharon Wilkinson, Training Administrator, left in December 2021. Jamie Skiggs joined us in February 2021 as Training, Finance and Compliance Administrator to support Colin Matthews in his role as Client Liaison Manager. The vacant roles have not yet been replaced.

Having been appointed as a Kickstart Gateway provider, we were very pleased to be able to support the government's Kickstart scheme by creating the role of Trainee Project Support Assistant within the Learning & Development department. Emad Kashy joined the Association on a fully-funded six-month fixed term contract in August and he is supporting the administration of the Kickstart scheme in-house. Colleen Peel has been on maternity leave since February 2021 and the Marketing and Events department has been supported by external resource provided by Helen Gill of Engage Comms. We look forward to welcoming Colleen back in the new year.

2021 also saw the appointment of an additional Independent Director, with a specialism in further education and apprenticeships. Following a robust recruitment procedure, Jane Peacock was appointed as Director of both the Association and CSA (Services) in March 2021. Jane brings a wealth of experience in regulation, oversight and governance of the Further Education sector and is a valuable addition to help to support and develop the Association's apprenticeship provision. Jane

joins Tom Chandos and Yvonne MacDermid as Independent Directors of the Association. Safeguarding and Prevent is also a key function of the HR & Operations department.

I am Designated Safeguarding Lead and support the Learning & Development department to implement effective safeguarding procedures for staff, tutors and learners, as well as being responsible for the safety and wellbeing of apprentices.

New CSA personnel - 2021



February

Jamie Skiggs
Training, Finance and
Compliance Administrator



August

Emad Kashy
Kickstart Coordinator



Ashleigh Johnson
CSA Head of
Internal Operations

There has been less impact than last year on the legal side of work in the CSA from the continuing pandemic other than in relation to the UKCCC event held in September. Being one of the first in person conference events to be run in the 'new normal' environment, contracts for venues, suppliers, exhibitors, sponsors and delegates had to be considered carefully to ensure that the CSA's potential exposure to unexpected costs (particularly in relation to cancellation) was limited as far as possible.

The year started with a virtual meeting of the Law Group where areas of focus continued to be the claims management activities of consumer solicitors/barristers in addition to obtaining members' views on debt relief orders, breathing space and costs of compliance and the alignment of court fees. A half yearly communication was sent out in June seeking views on CSA initiatives and the next meeting took place in early January 2022.

There were numerous consultations throughout the year that touched on legal topics including the Department for Business, Energy & Industrial Strategy paper on Reforming competition and consumer policy and the FCA's A New Consumer Duty consultation. We responded to the Solicitors Regulation Authority discussion paper on "Restricting fees for some claims management services" as a basis to raise with them the issues that our members encounter with certain law firms carrying on claims management activities.

In October we responded to HMT's Call for Evidence: Review of the UK's AML/CFT regulatory and supervisory regime and Amendments to the Money Laundering, Terrorist Financing and Transfer of Funds (Information on the Payer) Regulations 2017 Statutory Instrument 2022 consultation.

Our response to both of these was aimed at ensuring that those dealing with the consultations were aware of the confirmation that CSA had obtained in April from John Glenn, Economic Secretary to the Treasury, confirming that, in accordance with our legal view, firms solely operating in the debt purchase sector are not within the

scope of the Money Laundering Regulations.

The focus for the last month of 2021 was on considering the possible impact on our members of the EU Non-performing loans directive (the European Parliament and Council having finally reached agreement on the wording in November) and responding to the Civil Justice Council review of the Pre Action Protocols (particularly the debt protocol) where the review revisits the old issue of providing documentation such as consumer credit agreements alongside the letter of claim and which we will again robustly seek to resist.

Ongoing legal support has been provided throughout the year to the CSA Learning & Development team (not least in relation to apprenticeships). This year has seen new legal work in several areas ranging from handling the legal contractual side of the Kickstart initiative to providing legal support on the re-platforming of the Collector Accreditation Initiative and most recently supporting on the contractual side of the new commercial e-learning venture.

At the end of the third quarter we submitted our first full year annual return in relation to the Women in Finance Charter. CSA has made significant progress against its target of women making up 50% of senior management by end 2022. With effect from March 2021 women now make up 45% of senior management (including board directors). CSA (Services) Ltd has exceeded its target of increasing the gender diversity on its board from 0% to women making up a minimum of 30% by end 2022. In March 2021 the percentage of women represented on its Board reached 40%.



Angela McClean
CSA General Counsel

Marketing & Events

The ongoing challenges of the pandemic meant that we went into 2021 continuing to rely on online delivery in order to deliver our calendar of events.

The CSA Learning & Development Conference, having made its debut in 2020 as an in-person event held in Leeds, was held as a virtual event in February and received favourable feedback from those in attendance. This event again promoted the importance and benefits of people development within firms, and how apprenticeships can offer a cost-effective way to recruit, retain and upskill your workforce.

The monthly Virtual Members' Meetings introduced in 2020 in response to the pandemic as a means to maintain regular contact with members and relay latest developments, were retained for 2021 and have become a regular and well-attended part of the CSA's annual events calendar. Other member events, including the long-running Regulation Roundtable events, were also held online.

However, a significant event of 2021 for the Association was the hosting of the CSA's UK Credit & Collections Conference (UKCCC) in Newcastle in September (pictured below). One of the first major events within the industry to be held in a face-to-face format, the conference was well-attended and feedback from delegates, speakers, sponsors and exhibitors was positive.

It has been another busy year for CSA Supplier Member webinars, where CSA Supplier Members can showcase their products and services - and members continued to receive weekly email updates via the Compliance Roundup and the CSA News, as well as other important updates as required.

Our agreement with Media Partnership sees us continue to produce video content in order to improve awareness of the work that the industry does as well our continuing efforts to improve the perception of the sector and encourage engagement.

The marketing team has continued throughout 2021 to champion apprenticeships and how the CSA as an approved training provider can assist firms with their staff training and recruitment needs. The CSA has also distributed four reports this year and we continue to expand our PR reach via our social media channels.



Chris Tynemouth
CSA Marketing Manager

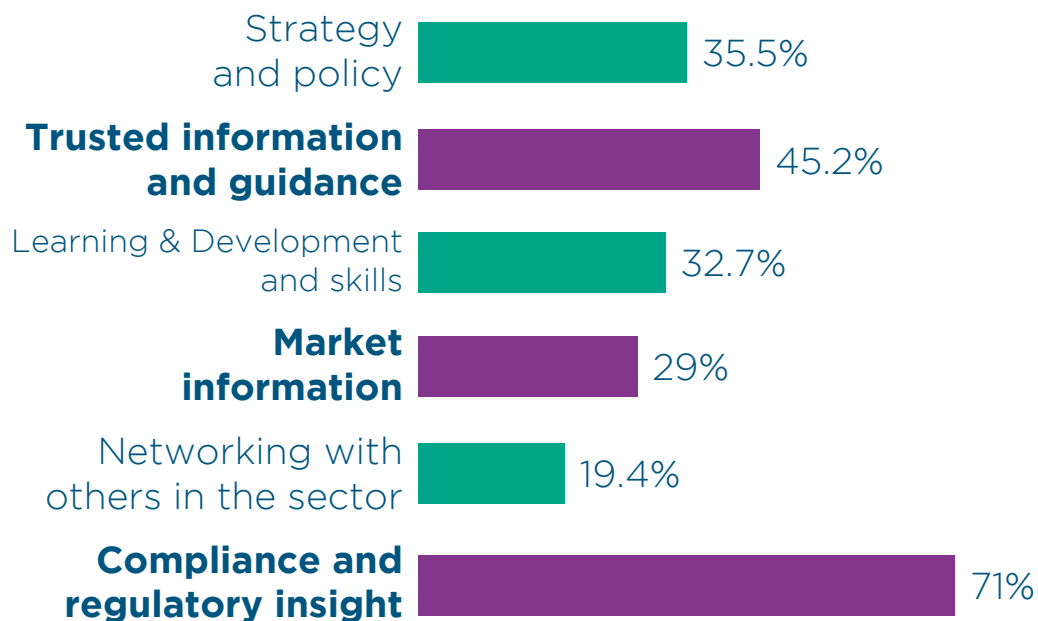


① CSA end of year member survey

★ **90%** rated the services provided by the CSA as **Excellent** or **Good**.

📄 **84%** access CSA materials or events **Regularly** or **Occasionally**.

What do you find the CSA most useful for?



87% **'definitely would'** recommend CSA membership to a non-member firm.

UK Credit & Collections Conference 2021

The CSA's UK Credit & Collections Conference returned to a face-to-face format in 2021 following the decision to cancel the event the previous year.

Through early engagement with members and other stakeholders to ascertain the level of appetite and willingness to attend a physical event, the CSA took the decision to return to Crowne Plaza Newcastle with reassurances from the hotel and other suppliers in place should the event need to be cancelled.

The event proceeded with the usual mix of plenary and specialist breakout sessions, with a keynote presentation from Professor David Miles of Imperial College London, plus regulatory and Ombudsman updates.

Breakout sessions focussed upon People & Performance, Regulation, Compliance & Policy and Commercial & Business Innovation, and a full industry exhibition featured firms showcasing their products.

The event also saw the launch of the CSA Awards, an opportunity for CSA member companies to nominate individuals and teams/departments in recognition of outstanding levels of commitment and attainment of high standards.

The Awards were part of the traditional UKCCC Gala Dinner, featuring a meal and entertainment from former World Snooker champion Steve Davis.

UKCCC
2021
CROWNE PLAZA
NEWCASTLE UPON TYNE

csa
AWARDS
2021 



★ Delegate feedback:

Conference:



Gala Dinner &
CSA Awards:



Networking
opportunities:



“The whole day was fantastic and very informative. Great atmosphere and lots of opportunities for networking.”



CSA Learning & Development Conference 2021

The CSA Learning & Development Conference returned in 2021 following its launch the previous year, but was moved to an online format as a result of the ongoing pandemic.

Featuring a recorded message from Skills Minister Gillian Keegan, and also an update on apprenticeships and skills policy from Shadow Apprenticeships Minister Toby Perkins, the event examined how apprenticeships can assist with recruitment and retention challenges, and also the importance of developing your existing workforce.

As a well-established training provider, the CSA can help members understand how to maximise funds available through the Apprenticeship Levy and other incentives to build your post-COVID workforce of the future.

“I really enjoyed the event. The session ‘Apprenticeships - from Enrolment to End Point’ was particularly helpful, and I liked the conversational aspect and hearing from other learners.”

“A great overview of what is in the industry and how apprenticeships can help support business goals.”

Delegates rated this event:



“It was really good to hear views from apprentices themselves, really brought them to life.”

“The content, topics and speakers were all relevant, informative and provided valuable insight, food for thought and supportive advice and guidance.”

CSA **LEARNING & DEVELOPMENT**
CONFERENCE
CHAMPIONING PEOPLE DEVELOPMENT

Finance report

As referenced throughout the Annual Report, the last year has continued to be challenging in many areas, and this is reflected in our financial performance for the year to 30 June 2021. We made a deficit of £107k compared to a similar deficit for the previous year as detailed below. While the result is disappointing, as we aim to generate a surplus each year to maintain financial strength, we believe we should return a profit for the year ending June 2022. We also have confidence in our business model of a vibrant membership organisation supported by an active training arm.

Membership income

Membership income is the most important source of income for the Association and key to us being able to provide the range of services that support our members. Revenue remained consistent year on year, and we also saw a high level of renewals into 2021/22.

Conferences and events

The events that we put on every year continue to be well-supported. With the onset of COVID-19 we took the decision to cancel the UK Credit & Collections Conference (UKCCC) planned for September 2020, which had a significant impact on our finances for the year we are reporting on. Happily, we were able to return to staging our conference in September 2021 (as highlighted elsewhere in this Annual Report), though the financial benefit will not be felt until next year's numbers.

Our People and Development Conference in February 2021 was forced online due to the pandemic and, while popular, was effectively run like our other for-member peer-groups events, and done at a break-even level.

Education and training

CSA Learning & Development continues to grow with revenue up 20% against prior year. We have a flexible and scalable model with our tutors and are able to respond quickly to changes such as the move to online teaching, but we have added some back office resource in terms of our quality, compliance and project management capability. The Collector Accreditation Initiative remains

an important resource for members and we invested in a new platform in 2021 to make it more user-friendly, improve the reporting of results and expand the range of questions which we believe will further increase take-up.

The CSA apprenticeship programme performed well against a background of uncertainty, though in many cases this meant deferred decisions on recruitment and starting apprentices, with a knock-on effect on the number and size of new learner cohorts. The apprenticeships that we offer are specifically in line with the objectives of the Association and promote a positive image of the industry for members and those who come into contact with them.

In 2021 we were able to launch the Debt Advice apprenticeship which is slowly building. With regards to the Apprenticeship Levy it is worth noting that any unutilised Levy payments are simply lost and in effect become another payroll tax, so we would urge members, even those who are not Levy payers, to review the courses offered by the Association to ensure they make cost effective use of the training that is available.

Other Income

Other Income includes that from Supplier Membership, which continue to be popular with members outside of the collections industry and we have a broad range of services available in this context.

Staff and promotional costs

Our people-related costs were higher than for the prior year largely due to the recruitment of additional staff in Sales and L&D, though by deferring some positions we did make a saving against budget. Note our investment in L&D is very much intended to support revenue generation and is considered to be self-funding, though not all roles see an immediate return.

We continue to scrutinise staff costs very closely and it was also agreed with the Nominations & Remuneration Committee that no staff bonuses would be paid for the second year running.

Establishment and overhead costs

An increase in working from home and the restrictions resulting from COVID saw a significant reduction in the level of travel and face-to-face meetings, including board and committee meetings. This has helped us reduce costs in a number of categories, including Irrecoverable VAT as we reduced our input tax. Cost control remains a key focus for all staff. Subscription costs include an additional one-off £7k contribution to the Federation of European National Collection Associations (FENCA).

Professional and bank charges

Accountancy charges have reduced as the majority of work is now done in-house, though our external auditors Robson Laidler continue to support us on payroll and tax computations.

Exceptional Recruitment costs

These relate to the external agency cost of recruiting our Chief Executive in 2020 which our auditors agreed should be treated as exceptional rather than as part of normal trading. Current year recruitment costs are included within Miscellaneous.

Balance sheet

Our balance sheet position remains resilient with £412k of cash at the year end. Our self-billing model means many members trigger renewal invoices shortly before the year-end, and with many paying fees promptly this helps support the cash balance; for these, in addition to those fee invoices which increase trade debtors, there is a corresponding offset within deferred income and accruals.

Note prepayments includes amounts in respect of apprenticeships where teaching has been completed but we have yet to receive funding from the Education and Skills Funding Agency (ESFA). As we grow our L&D business, so this balance will increase.

We will be looking to increase the strength of our reserves over coming years by continuing to generate modest profits.

Peter Hayle
CSA Director of
Finance & Operations





Consolidated income statement for the year ended 30 June 2021

	2021 £	2021 £	2021 £	2020 £	2020 £	2020 £
Income						
Annual Subscriptions		873,443			854,251	
Conference and Events		8,685			171,075	
Education and Training		1,050,129			875,654	
Other Income		18,661	1,950,918		22,572	1,923,552
Less: cost of sales			668,955			673,616
Gross surplus			1,281,963			1,249,936
Staff and promotional costs						
Salaries	947,166			849,366		
Social security	102,622			89,825		
Pension	27,667			29,701		
Training	10,375			3,730		
PR, Marketing & Advertising	61,283	1,149,113		43,371	1,015,993	
Establishment and overhead costs						
Computer	24,925			24,231		
CSA Board, Meetings and Travel	2,669			56,985		
Insurance	15,576			11,873		
Irrecoverable VAT	47,950			45,847		
Maintenance, Leases and Equipment	6,338			5,572		
Printing, Stationery and Postage	2,997			9,794		
Rent and utilities	53,850			50,717		
Subscriptions	28,839			13,676		
Telephone and helpline	15,922			15,487		
Miscellaneous	20,102	219,168		16,982	251,164	
Professional charges						
Audit fees	7,420			6,213		
Accountancy Fees	3,675			10,736		
Legal and professional	13,559	24,654	1,392,935	7,511	24,460	1,291,617
Operating Deficit			(110,972)			(41,681)
Bank interest receivable			559			1,331
Depreciation			(11,532)			(14,145)
Exceptional Recruitment costs			0			(61,749)
Deficit on Ordinary Activities Before Taxation			(121,945)			(116,244)
Corporation Tax			14,630			6,003
Deficit after taxation			(107,315)			(110,241)
Reserves brought forward			270,300			380,541
Reserves carried forward			162,985			270,300



Consolidated balance sheet at 30 June 2021

	2020 £	2020 £	2020 £	2019 £	2019 £	2019 £
Fixed assets						
Leasehold property		846			1,946	
Fixtures & fittings		9,526			9,561	
Computer equipment		16,720			18,822	
			27,092			30,329
Current assets						
Trade Debtors	300,639			393,601		
Other debtors/Prepayments	269,864			251,407		
Cash at bank	412,630			428,455		
		983,133		1,073,463		
Current liabilities						
Trade Creditors	(68,406)			(70,162)		
Other creditors	(7,476)			(4,833)		
Accruals	(11,829)			(68,560)		
HMRC Creditor	(28,055)			(26,416)		
Deferred Income	(731,368)			(663,185)		
Corporation Tax	(106)			(336)		
		(847,240)		(833,492)		
Current Assets Less Current Liabilities			135,893			239,971
Total Assets Less Current Liabilities			162,985			270,300
Capital & Reserves						
Retained Earnings			162,985			270,300



Policies, reports and points of interest

2021 CSA reports:

Cost of compliance - preliminary report 2021

Good regulation ensures that a balance is struck between the interests of the consumer, a well-functioning market and the interests of market participants. This report aimed to quantify the impact of regulation and compliance on our sector, helping policy-makers achieve proportionality in their approach.

Tailored support and the need for flexibility in forbearance

One of the core tenets of the collections sector has long been the importance of understanding the customer's circumstances and finding mutually agreeable solutions.

Rather than simply set out our concerns about a move to prescriptive forbearance, with this paper we wanted to illustrate the importance of flexible forbearance and firms' ability to understand a customer's circumstances and tailor an approach to support the customer, whilst also exploring some of the problems that can be generated by prescriptive interventions around forbearance and supporting customers.

Looking after Auntie: what can the debate about TV licensing tell us about the wider challenges of decriminalisation?

This CSA Discussion Paper invites a discussion not only on the financial model for BBC funding, but the wider array of hundreds of public sector levies currently subject to a criminal sanction, such as fishing licences or road traffic fines and fees.

HM Treasury's Women in Finance Charter

The HM Treasury's Women in Finance Charter (the Charter) is a commitment by signatory firms to work together to build a more balanced and fair financial services industry. Credit Services Association supports this initiative and became a signatory to the Charter on 19 December 2019 and our name was added to the list of Charter signatories on gov.uk on 23 June 2020.

We recognise that a balanced workforce is good for our activities as a trade body and very important for our subsidiary's activities as a training provider. We also strive to encourage an inclusive culture for all our staff.

Certain of CSA's members already subscribe to the Charter and by subscribing to the Charter in our own name we aim to promote gender diversity in the financial services sector that we serve.

The CSA's Women in Finance Statement including targets, can be found here:

www.csa-uk.com/women-finance-charter

Modern slavery statement

Modern slavery is a crime and a violation of fundamental human rights. It takes various forms, such as slavery, servitude, forced and compulsory labour and human trafficking, all of which have in common the deprivation of a person's liberty by another in order to exploit them for personal or commercial gain.

The CSA is making a voluntary statement on modern slavery and human trafficking relating to section 54 of the Modern Slavery Act 2015. The CSA's voluntary statement on slavery and human trafficking can be viewed here: www.csa-uk.com/human-trafficking

Safeguarding & Prevent

The CSA is an equal opportunities employer and is committed to ensuring the safety and wellbeing of its people and learners. We are committed to promoting open debate and free expression within our learning environments, while recognising the need to challenge prejudice, eliminate discrimination and prevent radicalisation. We aim to develop our learners, and our people, to be effective citizens in a democratic society. The CSA's Safeguarding & Prevent Policy can be found here: www.csa-uk.com/resource/resmgr/docs/general/safeguarding_and_prevent_pol.pdf

Mental health

The CSA wants to promote an environment of mental wellbeing in which the individual can realise their potential and can cope with the normal stresses of life; and be able to work productively and fruitfully, and make a contribution to their community.

The CSA's mental health voluntary statement can be viewed here:
www.csa-uk.com/mental-health-policy

Cyber Essentials

The CSA became 'Cyber Essentials Plus' certified in March 2021.

In 2019, CSA gained Cyber Essentials Basic accreditation, a self-assessed information security standard which is a minimum requirement for bidding for some Government contracts and is required by the Education & Skills Funding Agency for acting as an Approved Apprenticeship Training Provider. After passing the Cyber Essentials Basic renewal in December 2020 (also passed in December 2021), the Association underwent the Cyber Essentials Plus assessment and was awarded a Certificate of Assurance that we comply with the requirements of the scheme.

Cyber Essentials Plus is the audited version of the basic standard and involves a series of tests that provide a further level of assurance that the technical and procedural controls required to mitigate common internet-borne cyber attacks, have been successfully implemented within the organisation.

Cyber Essential Plus Assessor Craig Archdeacon of the Certifying Body Waterstons Ltd who carried out the CSA audit, said: "The assessment of Credit Services Association validated that the organisation has excellent technical information security controls in place, which fulfil the requirements of the Cyber Essentials Plus standard."



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