

Annual Report 2025

The 123rd Annual Report of
the Credit Services Association



voice of the collections industry

The Credit Services Association

The Credit Services Association (CSA) is the sole national trade association in the UK representing organisations active in the debt collection and debt purchase industry. The CSA, which has a history dating back to 1906, has over 250 member companies which employ over 10,000 people. Our diverse membership serves a wide array of clients including major financial institutions (such as banks and building societies), utility companies and government departments, and it includes specialist entities such as tracing agencies and law firms.

Our members manage over £41 billion in consumer debt across nearly 43 million accounts. They also oversee £10 billion in commercial debts across approximately 3.3 million commercial accounts.

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

The functions performed by CSA members are vital to the operation of the various sectors in which they operate. Unpaid debts cause damage to lenders/suppliers and to borrowers by adding costs to the system which result in higher prices for credit or goods/services. Serious problems with unpaid debt may also lead to restrictions in the availability of credit, particularly to consumers who may otherwise find it difficult to obtain cost-effective credit and therefore have a detrimental impact on the overall growth of the economy.

As well as being a well-established industry trade body, the CSA* is also an award-winning learning & development specialist and an Ofsted Good-rated Apprenticeship Training Provider. We want to ensure that professionals working in our industry and related sectors have access to the best quality, up-to-the-minute training and development opportunities.

**CSA Apprenticeships are provided by CSA (Services) Ltd as a subsidiary of the Credit Services Association (CSA).*

Note on report

The report is in the main written to describe the activities of the Association during the calendar year 2025 although the Finance Report and the financial statements refer to the Association's financial year, which runs from 1 July 2024 to 30 June 2025.

Contents

2	Reflections from our Chair and CEO foreword
6	2025 in Review
9	CSA Board
12	Member Activity
14	Membership Insights
16	Policy
25	CSA Learning
27	External Engagement
28	Member Communications
29	UKCCC and CSA Awards
30	Finance



Desmond Hudson

Chair, Credit Services Association

Reflections from our Chair

It has been my privilege and honour to serve as Chair of the Credit Services Association Board through 2025 - a time of ongoing change in the collections and debt purchase world.

First and foremost, I wish to pay tribute to my predecessor, Tom Chandos, who retired after an extended and exemplary tenure following the February 2025 AGM. Tom's commitment, acumen, and stewardship were pivotal in steering the CSA through regulatory changes and the pandemic period, and his enduring legacy is deeply appreciated.

As the Government and regulators advance their agenda, highlighting our industry's role in enhancing credit access and economic activity has been central to our efforts. The Board sustained its emphasis on fortifying the CSA's financial stability as a core strategy during this reporting year.

The Board and I are delighted to have noted how our executive team, under the leadership of our CEO have delivered many impressive outcomes, with CSA Learning in particular growing as a successful business with apprentice enrolments hitting all-time highs.

We extend profound thanks to our member firms, the overwhelming majority of whom reaffirmed their allegiance to the CSA in 2025.

My thanks go to my Board colleagues for their unwavering involvement and teamwork,

guaranteeing that member perspectives shape the CSA's plans and priorities. Active member involvement is crucial to our work, and the robust turnout at our regular 'Virtual Members' Meetings' and the successful UK Credit and Collections Conference in Manchester this year is heartening.

We continue to gather member views via surveys on a regular basis, and I encourage your participation - the input of members really does bolster our lobbying efforts for substantive changes including for example, progress on Consumer Credit Act revisions and Financial Ombudsman Service reforms to a more common-sense approach.

Finally, I would like to commend the diligence of our CSA team for their efficient handling of services spanning finance, outreach, and policy oversight, as evidenced by our positive annual feedback.

Moving ahead, I'm assured the CSA stands ready to promote member interests and the vital role they play in efficient credit markets, and to sustain member awareness and involvement to achieve our campaigning objectives in 2026.

Sincerely,

A handwritten signature in black ink that reads "Desmond Hudson". The signature is fluid and cursive, with a period at the end.



Chris Leslie

CEO, Credit Services Association

CEO foreword

2025 marked a period of growth and achievement for the Credit Services Association, despite persistent regulatory dynamics that we will continue to navigate in the year ahead. Our UK Credit & Collections Conference, hosted in Manchester, proved highly successful, earning enthusiastic responses from attendees regarding the lineup of speakers, exhibition and emphasis on policy matters. The dedicated efforts of the CSA team ensure the UKCCC delivers excellence annually - yet it sets an increasingly high bar for future events!

Consumer credit collections regulation continues to demand close attention. Businesses in our industry have navigated the FCA's Consumer Duty requirements well, though ongoing issues remain, especially concerning views on unfair relationships and their effects on debt purchasers. Looking to 2026, our core aim is to reinforce with oversight bodies the vital role a well-functioning collections and debt purchase market plays in bolstering creditor balance sheets, thereby aiding wider credit availability essential for economic growth.

Our CSA Code of Practice extends beyond consumer credit to encompass commercial and non-regulated collections activities - and the CSA is always available to hear any complaints from members of the public in the small number of cases where we then liaise with firms to ensure compliance.

Serving as the only national trade association for collections and debt purchase, we deliver an extensive array of benefits to our members, from networking opportunities and regular briefings to targeted seminars, discussion forums, regulatory alerts, and more. These are funded through membership fees, and we strive to deliver good value in our work. Notably encouraging is the robust expansion of our training activities via CSA Services Ltd in 2025, which generated income from external sources, helping to moderate the need for higher membership fees.

We appreciate our members' collaboration in taking on apprentices in 2025, as well as embracing our Digital Academy modules and the Collections Accreditation Initiative to demonstrate adherence to standards for clients and the public. Throughout the year, CSA Learning flourished, extending its reach beyond our core field into apprenticeships across various regulated industries in both public and private sectors.

In 2025, the CSA released several insightful policy papers and reports, including our Market Insights analysis based on our Data Gathering Initiative; the discussion piece 'Keeping Pace: where next for public sector collections practices?' exploring evolving approaches to government debt recovery, after which I was asked to lead the Treasury's 'Innovation Sub-Group' within the Fairness Group - convened

“

Looking to 2026, our core aim is to reinforce with oversight bodies the vital role a well-functioning collections and debt purchase market plays in bolstering creditor balance sheets, thereby aiding wider credit availability essential for economic growth.”

by the Government Debt Management Function and involving representatives from numerous departments, councils, and partners; and our study on ‘Misinformation: addressing and preventing consumer harm,’ proposing steps for major organisations to counter false narratives and misconceived third party online ‘advice’ on debt management.

We continue to press for a more coherent regulatory and legislative framework for financial services, amid the Government’s Consumer Credit Act review, and in a summer meeting with Treasury Minister Emma Reynolds, I highlighted the distinctions between debt purchase and originating creditor obligations. Key campaign wins included our responses to FCA inquiries on ‘name and shame’ policies; negotiating reduced fees for the upcoming Credit Information Governance Body; and pushing for the Financial Ombudsman Service (FOS) charges on claims management companies to curb frivolous disputes. Moreover, we pressed for specific Consumer Credit Act revisions during the consultation phase and championed a FOS overhaul to eliminate overlapping supervision.

Ensuring our members derive maximum benefit from CSA membership is our foremost objective,

prompting us to prioritise feedback, take up opportunities to visit member firms on-site where feasible, influence policymakers effectively and enhance our work via networking and insights.

I remain extremely grateful to our talented and committed team at CSA headquarters, the Board for their support and guidance, and especially to Des Hudson, our Board Chair, whose help during 2025 has proven invaluable - we head into 2026 in good health and with clear campaigning objectives!

Sincerely,

Chin Leslie

2025 Key highlights

Support

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

60.4%

increase of CSA apprentices on programme (531 at the end of 2025)

72.9% apprenticeship achievement rate

compared to 60.5% UK average

500 member attendees

in total registered the nine online Virtual Members' Meetings held in 2025

4 x Digital Newsletters

published exclusively for members covering sector developments and showcasing best practice

Promote

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

20+ public news items

including blogs, press releases, articles and videos

2 award wins

at the Credit and Collections Technology awards, and the Collections and Vulnerability Awards

5,903 followers

across our social media channels

1,731 subscribers

to new CSA weekly newsletter on LinkedIn

Engage

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

Multiple high-profile meetings

including CSA CEO meeting economic secretary to discuss CCA reform

5 market reports

published including three corporate reports, one market insights report and one recruitment and retention discussion paper

15 consultations

responded to in 2025

2025 in review



CSA announce headline sponsor for UKCCC 2025
 CSA Learning launch 2026 L&D Network meetings
 CSA Blog: Enhancing governance through apprenticeships



CSA publish key considerations document on Generative AI
 FCA announce plans to abandon "name and shame" policy
 CSA host workshop: "Taming the templates"



CSA Learning and Lowell win Best Training Initiative award
 CSA publish "Fair and reasonable" report
 Government announce consultation on CCA reform. Aligns with CSA "Keeping Pace" report

Q1

January

February

March

April

May

June

Q2



CSA publish "Keeping Pace" report
 FCA commit to launch fewer large-scale initiatives over next five years. Aligns with CSA's 2024 "Compliance Conundrum" report
 CSA appoints Des Hudson as CSA Chair

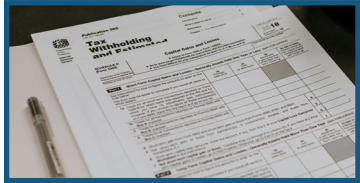


CSA article: "Choices still face the Chancellor after the Spring Statement"
 FCA publish webpage on unauthorised debt advice. Aligns with CSA "Tackling the engagement gap" report
 Government announce plans to include financial literacy in public schools education



CSA Head of Policy delivers presentation on regulatory reform at Collected Innovation event
 CSA Learning awarded DWP contract for Level 2 and Level 3 Collections apprenticeships

2025 in review



HMT release consultation on FOS tenure. Aligns with CSA "Fair and Reasonable" report

CSA Learning awarded Government contract for L6 Trading Standards (tobacco and vapes) apprenticeship



UKCCC and CSA Awards 2025

MaPS 3-year strategy includes financial education for children and young people

CSA Learning launch Digital Academy and Bespoke Learning Solutions



CSA publish "Misinformation" report

Financial Inclusion Strategy includes "tackling problem debt"

CSA Learning and Lowell win Best Training Initiative award

Q3

July

August

September

October

November

December



CSA CEO interview on MALG podcast - "Regulation, Reform and Reputation - Shaping the future of debt purchase and collections"

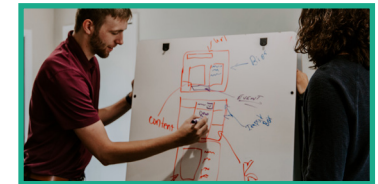


CSA CEO launches "Recruitment and Retention" discussion paper at UK Finance event

CSA CEO joins panel at FENCA conference to discuss AI in credit servicing

CSA Learning and Lowell win Excellence in Training at Collections and Vulnerability Awards

Q4



CSA CEO and Head of Sales deliver industry presentations at the Development in Debt Support event.

CSA Learning launch L4 Regulatory Compliance Officer (Gambling) apprenticeship, and re-launch Counter Fraud apprenticeship.

CSA Board

The CSA Board plays a vital role in providing strategic leadership, independent oversight, and strong governance across the Association and CSA Services.

Their focus is on challenging constructively, monitoring performance, upholding high standards of integrity, and supporting the success of both the Association and its government-funded training provision.

In the following section, the CSA Committee Chairs reflect on their contributions and insights from the past year, highlighting how their work has helped strengthen the organisation and advance its objectives

CSA Board of Directors

Credit Services Association Limited

Chair: Des Hudson (Appointed 2025)

Chair: Tom Chandos (Resigned 2025)

Nick Cherry (Resigned 2025)

Tim Anson (Resigned 2024)

James Appleby (Resigned 2025)

Susan Bain (appointed 2025)

Samantha Barnard (Appointed 2025)

Joanne Cowens (Resigned 2025)

Craig Hinchliffe

Frank Horvath (Resigned 2025)

Tim Kirk

Chris Leslie

Yvonne Klimaytys OBE

Kathryn Morgan

Jamie Nuwar-Graham (Appointed 2025)

Jane Peacock

Stuart Webb (Appointed 2025)

Rob Sands (Resigned 2024)

Sarah Whiteley (Resigned 2024)

CSA (Services) Ltd

Chair: Kathryn Morgan (Appointed 2025)

Chair: Nick Cherry (Resigned 2025)

Tim Anson (Resigned 2024)

Susan Bain (Appointed 2025)

Tom Chandos (Resigned 2025)

Peter Hayle

Craig Hinchliffe

Chris Leslie

Fiona Macaskill (Resigned 2024)

Yvonne Klimaytys OBE

Jane Peacock

Stuart Webb (Appointed 2025)

Rob Sands (Resigned 2024)

**Attendance at external policy committees is permitted for any Board member in a non-voting capacity. The CEO may attend all committees in an ex officio capacity.*

	CSA Board	Chair Committee	CSA (services)	Audit & Risk	Nom Rem	Public Relations	International Affairs*	Reg & Compliance*	Standards & Quality
Total for 2025	4	3	4	2	2	1	1	3	5
Chris Leslie	4	3	4	-	-	1	1	-	5
Claire Moore	4	-	-	1	2	-	-	1	-
Craig Hinchliffe	4	2	-	2	-	1	-	-	-
Des Hudson	4	3	2	1	2	0	-	-	-
Frank Horvath	2	-	-	-	-	-	-	-	-
Harvey Watson	-	-	4	-	-	-	-	-	5
Jaime Nuwar-Graham	4	-	-	-	-	-	1	0	-
Jane Peacock	3	-	4	1	2	-	-	-	5
Jim Appleby	2	1	-	-	1	-	0	2	-
Kathryn Morgan	3	3	3	-	1	-	-	0	-
Peter Hayle	-	-	4	-	-	-	-	-	-
Sam Barnard	4	-	-	1	-	1	-	1	-
Stuart Webb	4	-	2	-	-	-	1	-	-
Susan Bain	4	-	3	-	-	-	-	0	2
Tim Kirk	3	-	-	-	-	1	1	1	-
Yvonne Klimaytys	4	-	4	-	2	-	-	-	4



CSA Regulatory & Compliance Committee

Committee Chair: Claire Moore

The CSA Regulatory & Compliance Committee convened every quarter in 2025 to consider the key priorities for the CSA to campaign on in terms of changes and reforms to financial services regulations affecting collections and debt purchase. My former Board colleague Joanne Cowens departed the CSA Board at the February 2025 AGM and was replaced as Committee Chair by Jim Appleby, who oversaw most activities until his own departure from the Board to take up a new financial services role - so my appreciation to both as I assume duties from December 2025. Our CSA team engaged frequently with the Financial Conduct Authority (FCA) throughout 2025, with the committee offering a prompt forum for Board practitioners to raise relevant topics with the regulator.

A number of important issues have emerged during 2025 which the committee considered. For instance, the legal ruling known as the 'Mazur case' has caused some legal services to review their process to ensure that only authorised individuals are conducting litigation. The questions raised over the role of paralegals and legal executives who are not solicitors has had widespread attention in the media, well beyond financial services, and the CSA met with the Legal Services Board to urge clarification of the rules on the supervision of litigation activities.

Full submissions were made to FCA consultations on emerging rules, including persistent data obligations for regulated entities, and we allied with other trade bodies to voice concerns over regulatory effects on operations. The FCA's recent ruling on motor finance redress has, in our view, taken sufficient time to pay attention to the implications for debt purchase - and we have made forceful representations on this.

While it is welcome that in 2025 various regulators have signalled greater consideration of compliance costs, our analysis remains that these costs are excessive and we hope the Government will keep its commitment during 2025 to reduce these by 25% over the course of this Parliament.

Notable achievements for the CSA included the FCA's retraction of 'name and shame' proposals ahead of any findings of culpability which were disproportionate. We have seen some concessions as part of the Product Sales Data FCA process, and pledges to lighten reporting loads; plus, we also secured FOS case fees for claims management companies and influenced quarterly billing adjustments to ease administrative loads. 2025 has seen significant issues persist especially for debt purchasers as a result of interpretations by the Financial Ombudsman Service of court judgements, which in our view inaccurately comprehend the nature of the existing well-functioning market where creditors sell the rights to the receivables only to debt purchasers.

The process of debt sale does not abrogate the liabilities of originating creditors and the contracts governing the debt sale transition typically ensure that errors or deficiencies can be transferred back to the debt seller to resolve. However, the recent FOS interpretation implies that debt purchasers should not expect originating creditors to take on responsibilities for their actions. We believe this is a fundamental flaw in the direction of regulation and will continue to challenge FOS and the FCA on this point. I am grateful that member firms continue to participate in meetings and surveys to inform the work of the CSA - it is incredibly important dialogue across our sector and makes a big difference to our capabilities as a trade body.

CSA International Affairs Committee

Committee Chair: Jaime Nuwar-Graham

In the last twelve months, international developments have had minimal direct effects on the UK's collections and debt purchase arena. That said, the CSA sustains its involvement with the Federation of European National Collections Associations (FENCA) as many member firms undertake activities across various European jurisdictions. I commend my predecessor Chair, Frank Horvath, for leading the International Affairs Committee through much of 2025 before I assumed the position in the autumn. It's useful for the CSA that our CEO remains a FENCA Board member, participating in their September Congress and sharing outcomes from fresh CSA policy analyses with peers across the continent.

FENCA remains instrumental in tracking the EU's Non-Performing Loans Directive rollout, and influencing decisions at European Commission and ECB level. The committee assembles when required for matters affecting international operations. We hope in the year ahead to look at cross-border commercial collections policy issues. As always, we invite our international members to propose areas deserving closer attention.

CSA Services Board

Committee Chair: Kathryn Morgan

2025 brought substantial progress in the training and support offerings from CSA (Services) Ltd, and I've been delighted to chair the Services Board during this period. In this capacity, I'd like to commend the CSA staff for advancing the Board's aims and elevating the support we can offer to improving training and professional skills industry-wide. Thanks also to Nick Cherry, my predecessor as Chair, for facilitating a seamless handover following the February 2025 AGM.

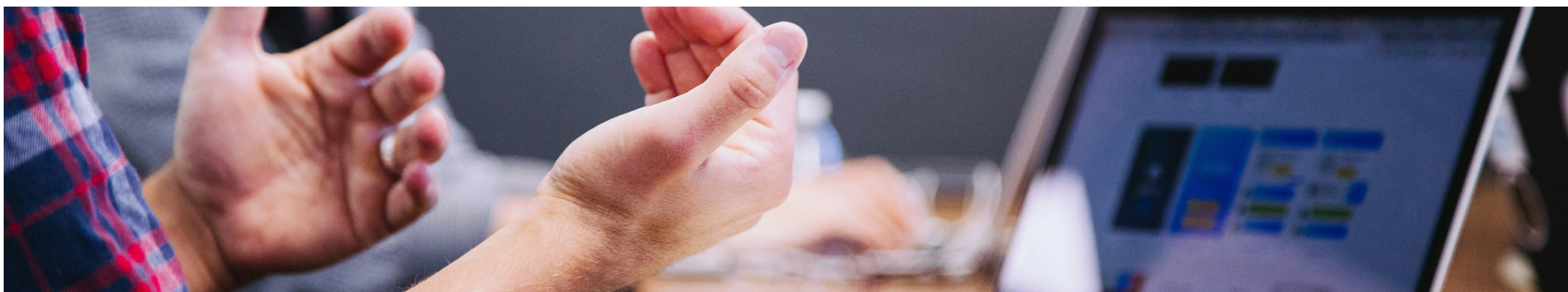
A standout accomplishment throughout 2025 was the growth in apprenticeship participation, surpassing our expectations at the start of the year. This reflects the unwavering commitment of Learning & Development Director Harvey Watson and the entire team in drawing in learners, working in partnership with employers and in particular tailoring the Regulatory & Compliance Officer (RCO) standard to new specialisms, including the public sector and local government.

CSA Services fundamentally serves member needs, but we have further to go to encourage member firms to see the benefits of using the

apprenticeship levy to support their training needs. Our wider CSA Learning activities – for instance the major initiative with the continued roll-out of the Level 6 Trading Standards apprenticeship – has seen marked growth for CSA Services generally. Our wider products continue to be well-used, such as the CAI Collector Accreditation Initiative and online learning modules through our Digital Academy.

My thanks also to the full team for delivering the 2025 UKCCC in September - the Manchester event garnered rave reviews from those who attended and invigorated our professional community.

It is now several years since we accomplished our 'Good' Ofsted evaluation and we are conscious that a new review could be around the corner perhaps in 2026, so standards and quality remains very much our focus. My thanks therefore to my Board colleague Jane Peacock who has been key in this via her Quality Sub-Committee efforts, and I very much appreciate her input. I look forward to further successes in 2026.



CSA Public Relations Committee

Committee Chair: Tim Kirk

Throughout 2025, the Public Relations Committee met regularly to support the promotion of CSA publications and campaign activity and I would like to thank Kathryn Morgan for leading the committee until the February 2025 AGM, when I took on the role. Each year, the CSA Board sets clear campaigning priorities, and the committee works with the executive team to strengthen communication both within the sector and beyond it.

In 2025, a new Customer Relationship Management (CRM) system was commissioned to help the head office team stay better connected with stakeholders. This will be launched in early 2026, alongside an updated website.

A key focus of our campaigning is encouraging early engagement between the public and their creditors or collections agencies, as timely dialogue benefits everyone - particularly those experiencing financial difficulty. Addressing misconceptions about our sector remains an important challenge. While it can be frustrating when media coverage overlooks the professional and supportive role CSA members play, we continue to promote our Code of Practice and correct inaccuracies in reporting whenever possible.

This year also saw strong progress in policy work led by our compliance and advocacy team. Their research gained coverage in trade publications, and our polling and focus group work highlighted growing recognition of the professionalism and essential role of collections within the credit cycle.

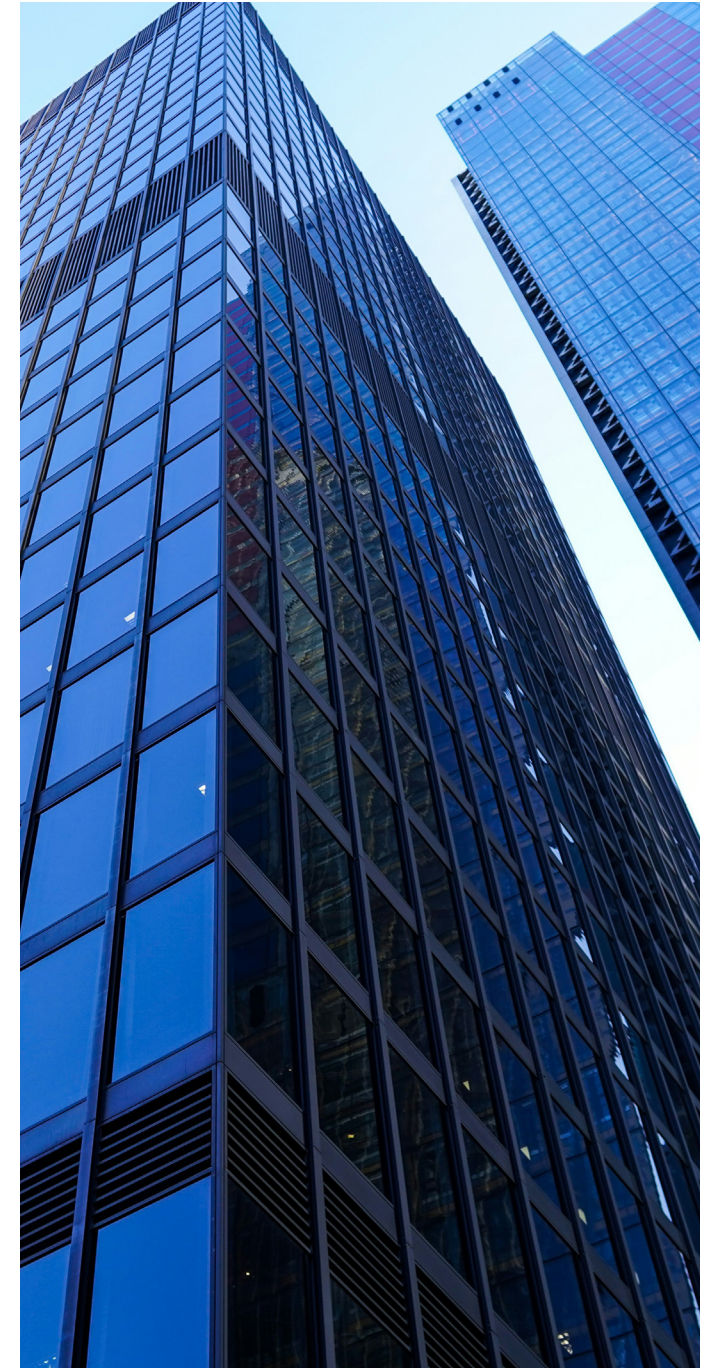
Looking ahead, we aim to further tackle stigma around debt, challenge sources of misinformation and broaden the CSA's reach. This includes thinking about how we communicate from a content, channel and format perspective as well as growing subscriptions to our weekly CSA News digest, updating stakeholder directories, and keeping interested parties informed about CSA initiatives and regulatory developments.

CSA Standards and Quality Sub-Committee

Committee Chair: Jane Peacock

During 2025, the sub-committee devoted considerable attention to applying the Association of Employment and Learning Providers (AELP) Code of Good Governance for Independent Training Providers, an endeavour that continues in directing the energies of our leadership and broader Board. Our regular meetings as a sub-committee enable in-depth exchanges between the CSA Learning team and our L&D Director Harvey Watson and Board members, which in turn provides essential accountability for the Services Board. The year saw emphasis on the Code's 'Teaching and Learning' elements, with close review of the Self-Assessment Report, Quality Improvement Plan, and staff development approach.

In September 2025 Ofsted published the Further education and skills inspection toolkit: for use from November 2025. The sub-committee is utilising this to enhance, challenge and support continuous improvement in quality. Capitalising on our expanding apprenticeship figures, we incorporated forward-looking strategies for curriculum and teaching and systems to preserve and broaden our offer for learners. We have also taken regular opportunities to review tutorials and coaching sessions to see for ourselves the learning process in action and recommend refinements. My heartfelt appreciation to every sub-committee member for their expert input, observations, and dedication.





Membership Activity

New CSA members

2025 saw continued growth in new members into the Association, and we would like to extend a warm welcome to those twelve new members who joined us in 2025.

Civil Debt & Bailiff Services Ltd	Full	Plend Ltd	Affiliate
IDR Worldwide Ltd	Full	Priority Debt Solutions Ltd	Full
Inicio AI Ltd	Supplier	Synertec Ltd	Supplier
Manx Collections Ltd	Full	Sytel Ltd	Supplier
MEGA AI Ltd	Supplier	Vicki Moffat Ltd trading as Moffat Bond	Full
Nutun CX Proprietary Ltd	International	WL Recoveries Ltd	Full

Acquisitions

Although there were a number of acquisitions in 2025, there were fewer acquisitions where a member acquires another member.

For those members who have acquired another CSA member, it is worth restating the requirement set out in the Declaration of Compliance which states; *“should a member acquire any other member firm of the CSA (or purchase its assets) that member agrees to notify the CSA and to pay the equivalent of nine months of the membership fee that would normally fall due for that member firm being acquired within the year following the acquisition. This will not apply where the acquisition results in a change in the membership fee to a higher fee band.”*

It is also necessary for those members who have acquired another member to move across to a group membership subscription. This does not affect the benefits of membership each member within the group is entitled to, however, it does create fairness to the voting system at our AGM, with the ‘master’ member having one vote which represents all those within their group.

Lapsed members:

In 2025, the following companies decided to lapse their membership:

- Forecourt Eye Ltd
- Grosvenor Credit Management Ltd
- Equivo Ltd
- APN Group Bidco Ltd
- Trade Debt Recovery Ltd
- Trace Debt Recovery Ltd
- Moorside Legal Ltd
- ZZPS Limited
- DWF Law
- Demetrios A. Demetriades LLC
- Just Marketplace Ltd
- Clear Castle Ltd
- LexisNexis Risk Solutions

Membership breakdown

1 January 2025 - 31 December 2025

Full members	105	Creditor members	20
Sub-account members	47	Intermediary members	2
Foundation members	6	International members	13
Affiliate members	38	Supplier members	19
<ul style="list-style-type: none"> ▲ Affiliate law firm 	14		
<ul style="list-style-type: none"> ▲ Affiliate enforcement 	12		
<ul style="list-style-type: none"> ▲ Multi-service companies 	5		
<ul style="list-style-type: none"> ▲ In-house collection team 	7		



Membership Insights

Data Gathering Initiative (DGI)

We remain firm in our belief that for any trade association to operate and lobby effectively, it is essential to maintain a real-time understanding of market dynamics. This includes being aware of trends and changes within our membership and appreciating the business pressures our members face. Achieving this necessitates accurate data from member firms, with an emphasis on the importance of timely, comprehensive, and precise responses.

From the annual data submitted for 2023/2024 we were able to confidently determine that our members:

Collectively employ over 10,400 professionals

Manage over £41 billion in consumer debt across nearly 43 million accounts, returning more than £3.4 billion annually in collections.

Oversee over £10.5 billion in commercial debts across approximately 3.3 million commercial accounts.

As a thank you for submitting data to our Data Gathering Initiative (DGI), we were delighted to share with members our first Market Insights Report in 2025, the first of its kind in a number of years.

In a hugely positive sign for membership engagement, the recent set of DGI data comprises data from almost every single eligible member of the CSA (Full and Foundation Members), and we look forward to the same positive engagement when collating 2024/2025 data.

Regulation Roundtable Insights

We held five in-person Regulation Roundtables in 2025. The Regulation Roundtables are held in Scotland, London and Manchester, and provide an opportunity for CSA members to discuss wide-ranging compliance issues, whether it's a particular challenge a single firm is facing or whether it's a major compliance affecting the entire sector. Attendees are able to exchange best practice, share possible solutions to key issues, and discuss how the CSA can help, all while building relationships with their peers.

This year's Roundtables touched on a diverse array of topics which covered issues with IVA providers; motor finance decision and subsequent redress scheme; FCA's Product Sales Data (PSD) and member preparations; bulk DSAR requests and vexatious claims and complaints; and a topic high on the Association's policy agenda – misinformation on social media platforms and the evident harm to consumers. We use these important discussions to feed into our ongoing policy campaigns.



Complaints

In 2025 complaint numbers have remained low compared to the size and scope of the membership, however, there has been an increase in formal complaints received in 2025. The number of non-formal complaints has dropped significantly in recent years:

	2020	2021	2022	2023	2024	2025
Number of formal complaints	110	116	157	97	142	185
Number of non-formal complaints	334	333	528	519	263	194

The upheld/rejected complaint figures have remained relatively similar across the last couple of years:

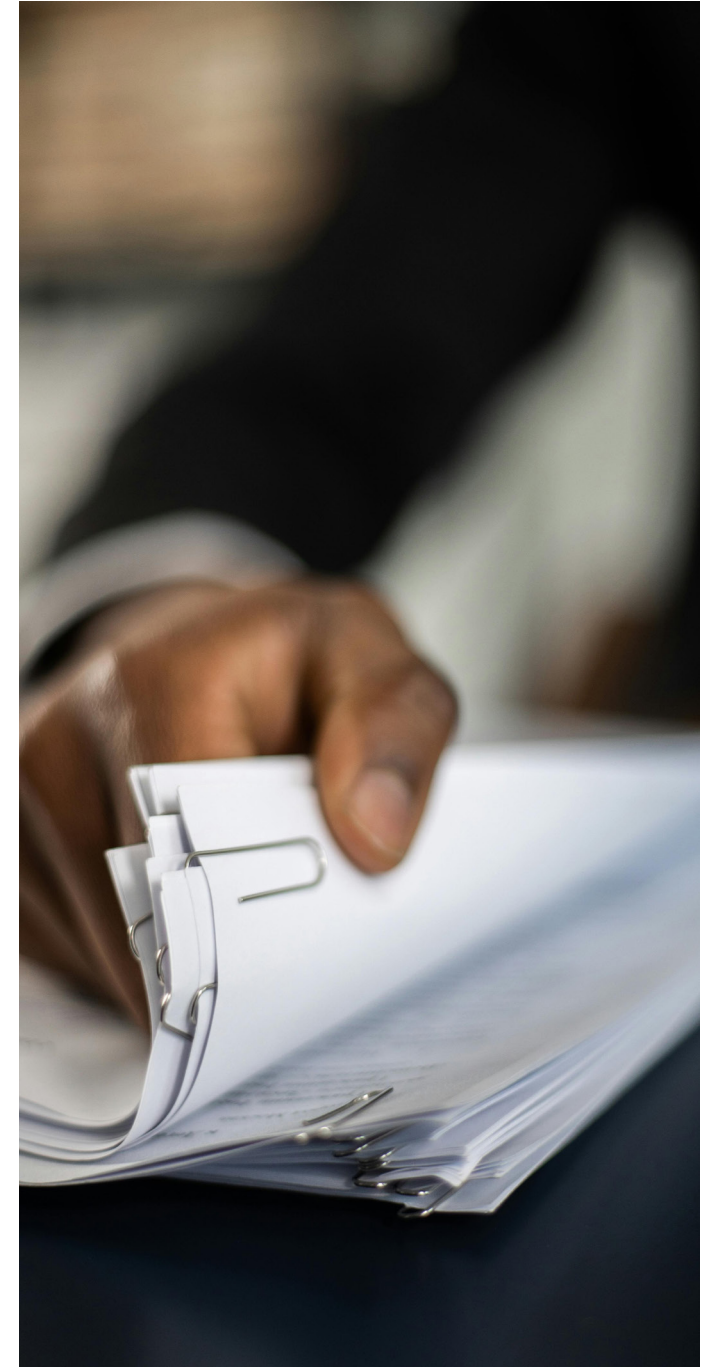
	2020	2021	2022	2023	2024	2025
Total number of formal complaints (Resolved)	110	116	157	97	93	102
Upheld	36	25	50	28	29	23
Rejected	74	91	107	69	64	79

Reasons for upholding complaints include

- Disregarding customer disputes; not effectively identifying a dispute either at first point of contact or subsequent contact; failure to refer to client where a valid dispute has been raised.
- Non-compliance with CSA's published complaints procedure with complaints not being acknowledged within the specified timeframe; not responding to chase communications; final responses being sent late without explanation; final responses not addressing all of the points made within the complaint.
- Following their investigation, members have identified errors and taken remedial action.

Reasons for rejecting complaints include










- Member acting in good faith on information provided by client; client instructing member to collect when debt is disputed.
- Misunderstanding of the debt collection process; disagrees with the debt collection sector.
- Parking charges where appeals/dispute timeframe had expired before member instructed.
- Misinterpretation of the role the CSA plays in the industry including dispute resolution, writing debts off, and compensation claims.








Policy

2025 Policy Campaigns Review

1. Cost and proportionality of regulation

Member issue	CSA actions undertaken	Result
Proposals to introduce excessive diversity and inclusion (D&I) reporting requirements	<p> Responded to FCA CP23/20</p>	In March 2025, the FCA withdrew its D&I data collection proposals.
Unjust and harmful regulatory enforcement proposals	<p> Responded to FCA CP24/2</p>	In March 2025, the FCA withdrew its “naming and shaming” proposals.
Costly Credit Information Governance Body subscription as members in same cohort as lenders	<p> Responded to IWG reports</p> <p> Engaged directly with IWG</p> <p> CSA sit on Steering Committee on Reciprocity (SCOR)</p>	Members assigned to cohort with lower CIGB subscription cost.
CMCs able to leverage FOS costs against respondent firms.	<p> Attended FOS trade body meeting</p> <p> Responded to “FOS: Charging claims management companies” consultation (in collaboration with other trade bodies)</p>	FOS introduced case fees for CMCs and respondent firms’ case fee can be reduced where complaint rejected, driving up complaint quality and reducing vexatious cases and costs.
Product Sales Data (PSD) disproportionate requirements	<p> Responded to FCA CP23/21</p> <p> Hosted member workshop with FCA PSD team</p>	FCA amended proposals to include extended timeframe; refined eligibility criteria; and scaled back data fields for CSA members.

1. Cost and proportionality of regulation (continued)

Member issue	CSA actions undertaken	Result
Need for more comprehensive regulatory / statutory Cost Benefit Analyses (CBA)	<p> Published “The Compliance Conundrum” paper calling for improved CBA</p>	Recommendation echoed by FCA CBA Panel, prompting FCA to explore how to ensure that regulatory CBAs consider cost of simultaneous regulatory change.
Increasing regulatory data requests	<p> Responded to FCA CP23/21FCA meetings</p> <p> Issue raised regularly during our quarterly FCA meetings and with separate meetings with the FCA PSD team</p>	CSA and ICO cooperating on development of public-facing information to improve awareness and reduce vexatious DSARs and claims, and the associated consumer harm.
Rise in vexatious DSARs and misguided consumer data expectations	<p> Meetings with ICO</p> <p> “Misinformation: addressing and preventing consumer harm” paper</p>	CSA and ICO cooperating on development of public-facing information to improve awareness and reduce vexatious DSARs and claims, and the associated consumer harm.

Progress report: Good progress in this area in 2025, bolstered by its alignment with Government commitment to cut regulatory cost and burden. However, now need to see more action and less talk from Government.

2. Financial services regulation reform

Member issue	CSA actions undertaken	Result
Consumer Credit Act reform long overdue	<ul style="list-style-type: none"> E Published “modernising consumer protection” paper R Face-to-face meeting with Economic Secretary to the Treasury. 	Process commenced, with Government launching Phase 1 in 2025. Initial proposals would introduce flexibility for firms and modernise law.
Concerns about duplicative regulation with FOS operating beyond its dispute resolution remit and infringing on FCA regulation	<ul style="list-style-type: none"> C Responded to HMT: Review of FOS consultation C Responded to FCA/FOS: CP25/22: Modernising the Redress System consultation C Responded to FOS: Evolving our Funding Model consultation E Published “Fair and Reasonable” paper 	Comprehensive FOS reform subject to separate Government, FCA and FOS consultations.
FOS costs, particularly case fees, becoming excessive and open to exploitation	<ul style="list-style-type: none"> C Responded to FOS: Evolving our Funding Model consultation E Published “Fair and Reasonable” paper 	FOS planning to consult on differentiation of case fees in 2026, with view to deliver fairer framework.
Proposals to introduce FOS quarterly billing for firms expected to have 25 case closures per quarter disproportionate.	<ul style="list-style-type: none"> C Responded to FOS: Evolving our Funding Model consultation response 	FOS amended proposals in policy statement with quarterly billing only applicable to businesses with >300 case closures per year, ensuring limited impact on CSA members.

Progress report: Another area where we have seen good progress, with CCA and FOS reform both in train. What reform looks like will remain a key focus of our ongoing work in 2026, as we respond to further consultations, gather member views and engage with the regulator.

3. Consumer engagement

Member issue	CSA actions undertaken	Result
Consumer-trusted sources to advocate for consumers to engage with debt	<ul style="list-style-type: none"> E Published “Tackling the engagement gap” paper E Published “Misinformation: addressing and preventing consumer harm” paper 	FCA quoted in The Independent urging consumers to engage with their creditors and also published webpage for consumers highlighting dangers of unauthorised debt advice.
Consumers increasingly being drawn to misinformation, driving them to disengage	<ul style="list-style-type: none"> E Published “Misinformation: addressing and preventing consumer harm” paper 	Growing recognition among stakeholders, including FCA, of the dangers of misinformation. FCA has publicly called for improved powers to tackle financial misinformation on social media.

Progress report: There has been progress in some of the regulatory messaging around engaging with creditors but it is apparent that gaps in financial education and awareness are key factors in disengagement and the growing influence of misinformation. In 2026, we will continue to explore measures to improve engagement, in particular looking at how gaps in adult financial literacy can be addressed.

4. Misinformation and financial education

Member issue	CSA actions undertaken	Result
<p>Consumer-trusted sources should do more to tackle misinformation-driven disengagement</p>	<ul style="list-style-type: none"> E Published “Tackling the engagement gap” paper E Published “Misinformation: addressing and preventing consumer harm” paper 	<p>FCA quoted in The Independent urging consumers to engage with their creditors and also published webpage for consumers highlighting dangers of unauthorised debt advice.</p>
<p>Poor practices from professional representatives, particularly CMCs and law firms, failing to support consumers while burdening firms, courts and FOS with poor quality complaints</p>	<ul style="list-style-type: none"> R Meetings with SRA R Meetings with FCA R Collaboration with trade bodies (FLA and CCTA) C Responded to FOS: Charging claims management companies consultation C Responded to SRA: ‘How can the high-volume consumer claims market work better for consumers?’ consultation 	<p>Concerns about poor practice now recognised by regulators and action being taken; CMCs brought within FCA regulatory remit; SRA criticised law firm practice; FCA and SRA have set expectations for professional representatives; and FOS has introduced charging framework for professional representatives. Actions driving up quality of escalated complaints and reducing vexatious demands from regulated PRs.</p>
<p>Absence of financial education for both young and old creating environment for misinformation and financial mismanagement to flourish.</p>	<ul style="list-style-type: none"> R M Fed into Curriculum and Assessment Review E Published “Tackling Engagement Gap” paper E Published “Keeping Pace” paper 	<p>CSA contribution to Curriculum and Assessment Review welcomed. Following the Review, Government confirmed that financial education and identifying misinformation would become part of the curriculum, which will reduce the harms of misinformation.</p>

4. Misinformation and financial education (continued)

Member issue	CSA actions undertaken	Result
Rise in vexatious DSARs and misguided consumer data expectations	<ul style="list-style-type: none"> <li data-bbox="674 316 1301 379"> E Published “Misinformation: addressing and preventing consumer harm” paper <li data-bbox="674 400 1122 432"> R Direct engagement with ICO 	CSA and ICO cooperating on development of public-facing information to improve awareness and reduce vexatious DSARs and claims, and the associated consumer harm.

Progress report: Public messaging from the FCA and SRA has been stronger in relation to poor quality claims, particularly as the motor finance redress scheme has been developed. The charging of professional representatives for FOS complaints will also drive improved quality. Our misinformation paper identified several other developments that would help address the harms being caused by misinformation and we will continue pursuing those actions in 2026.

5. Credit reporting to better reflect debt repayment

Member issue	CSA actions undertaken	Result
<p>Industry stakeholders keen to see credit information more accurately reflect a consumer's repayments</p>	<ul style="list-style-type: none"> Ⓡ Ⓜ CSA CEO chaired roundtable debate addressing financial challenges faced by individuals in the UK. Hosted by StepChange and PRA Group at House of Lords. 	<p>Policy paper produced by stakeholders setting out route to change</p>
<p>Governance of credit information market to be reformed to allow for swifter and more effective change.</p>	<ul style="list-style-type: none"> Ⓡ Ⓜ Engaged with FCA, IWG and SCOR on development of CIGB Ⓡ Face-to-face meetings (FCA and IWG) Ⓢ Responded to IWG consultation Ⓢ Responded to FCA's Credit Information Market Study Ⓜ Members of SCOR 	<p>New governance body - Credit Information Governance Body - created, with CSA providing input via SCOR, IWG, FCA and engagement with other trade bodies. Will become operational in 2026</p>

Progress report: Progress in this area remains slow as the new governance body for credit information is in the process of being established and has only just begun taking subscriptions. It is expected that this area may see slower progress in 2026 as the CIGB continues to establish itself.

6. Fair outcomes for all

Member issue	CSA actions undertaken	Result
Inconsistent collection practices across local and central government	<ul style="list-style-type: none"> E Published “Keeping Pace” paper W CSA chair Innovation sub-group meetings R Various face-to-face and online meetings with Government departments 	CSA increased engagement with local and central government, including HMT, HMRC, IRRV, Walsall Council and the Government Debt Management Function. Culminated in CSA appointment as Chair of GDMF Fairness Group’s Innovation Sub-Group. Government also launched several consultations related to improving collections practices.
Need for Government to adopt more modern collections strategies, practices and technology	<ul style="list-style-type: none"> M W CSA chair Innovation sub-group meetings steering discussion on innovation in communications and data 	Growing recognition of the CSA and its members as experts, with CSA Board Directors presenting to HMT and HMRC on modern approaches to collections and the CSA chairmanship of Innovation Sub-Group presented opportunities to share member practices, strategies and technology. CSA also supported government department with its communications.
Government investment into collections focused on more staff rather than accessing external expertise	<ul style="list-style-type: none"> R Stakeholder meetings (public sector inc. GDMF) E Published “Keeping Pace” paper 	CSA encouraged use of investment to utilise expertise within the sector. The Autumn Budget saw increased investment into use of collection agencies to support central government debt recovery.

Progress report: We continue to await the outcome of several consultations (FCA: CP24/2, Part 2 & Regulation of the debt enforcement sector consultation), but the consultations themselves are signs of progress that Government is more closely aligning its collections practices with those of CSA members. Chairmanship of the Innovation sub-group has also supported this work, providing an opportunity to drive discussion on progressive collection practices.

2025 also saw the CSA respond to Ofgem’s debt relief scheme consultations and engage with Ofcom, building relationships to amplify the message of fair consumer treatment regardless of the type of debt.

Policy

Looking ahead

A key part of our policy work involves member insight and input and therefore as we approached the end of 2025 we surveyed members and asked them what policy campaign themes they would like CSA to prioritise in 2026. Overall the key themes were largely aligned with 2025 policy campaigns including:

- Tackling online misinformation/misused DSAR rights/Vexatious complaints/“dear interloper” letters
- Tackling poor practices from CMCs
- Influencing FOS, credit reporting (via CIBG) and CCA reforms
- Advocating for better consumer awareness and engagement

Interest was also expressed in:

- Guidance on AI aligned to FCA principles
- ‘Fair value’ requirements under Consumer Duty
- Recruitment and retention challenges
- Streamlining data reporting requirements
- Tackling data minimisation requirements

Public Policy Campaign Priorities 2026

There are a range of policy priorities for the CSA in 2026, with developments expected in the reform of the Consumer Credit Act, the Financial Ombudsman Service and the review of personal insolvency, to name just a few. Alongside this work, following approval by the CSA Board of Directors, the CSA will also be pressing for:

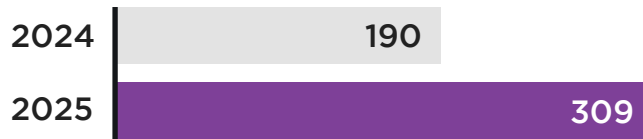
- 1** Government and regulators to deliver on the promised 25% cut in the cost of regulation and compliance
- 2** More flexibility for firms and less ambiguity from regulators
- 3** Government and regulators to deliver financial literacy initiatives for adults
- 4** ICO to support CSA members in correcting misinformation around data subject access requests
- 5** Closer coordination between Government and regulators to clamp down on misinformation and the consumer harm it creates
- 6** Strengthening of the Government Debt Management Function’s Fairness Charter
- 7** Laws and regulations that properly reflect the nuances of the debt collection and debt purchase sector
- 8** Clearer guidance from regulators to support the sector’s adoption of AI technology

CSA Learning

Throughout 2025, the CSA's Learning & Development (L&D) team continued to expand its role as a leading provider of industry-focused training, apprenticeships and digital learning. A multi-award winning team in 2025 has built on the strong foundations established in 2024, and this year saw major advancements in programme delivery, learner engagement and the development of new professional standards.

Annual intake of apprenticeship starters

Reporting from the years 2024 and 2025



Average apprenticeship achievement rates

Averages for entire UK vs CSA Learning



Percentage increase in total learners¹

Reporting from the years 2023, 2024 and 2025



Apprenticeships and Professional Qualifications

2025 was a record year for apprenticeship participation:

Apprenticeship learners surpassed 500 for the first time, reflecting continued demand for high quality, industry specific learning.

The **relaunched Level 3 Senior Credit Controller & Debt Collection Specialist apprenticeship**, has provided the financial services sector with a reinvigorated pathway to gaining a strong apprenticeship and professional qualification.

The **Level 6 Trading Standards apprenticeship** maintained its position as the sector's leading advanced apprenticeship, with high completion and achievement rates.

The new **Level 4 Regulatory Compliance Officer apprenticeships in Housing and Gambling Regulation** introduced in 2025, grew rapidly and now forms a key part of the Regulatory & Compliance training pathway.

Team Development and Capacity

To support the expanding apprenticeship and commercial training portfolio, the L&D team grew strategically during 2025:

Additional specialist tutors were onboarded, bringing the tutor group to over 40 professionals.

The roles of L&D Operations, Quality, and Curriculum saw further development to strengthen compliance, learner support, and programme design.

Collaboration across CSA departments improved operational alignment, particularly around quality assurance and regulatory readiness.

¹CSA Learning had 279, 322 and 531 learners in 2023, 2024 and 2025 respectively.

Learning and Development goals for 2026



New training programmes

- Bespoke Learning Solutions to support members that don't want to complete apprenticeships but do want to improve knowledge and skills especially in collections qualifications tailored to supervisors and emerging leaders.
- A refreshed Digital Academy curriculum aligned with evolving regulatory themes, including Consumer Duty, fair value and vulnerability guidance.
- A Digital Skills for Collections programme addressing AI literacy, data ethics and responsible technology use.



Expanding Commercial Training

- A broader suite of commercial short courses available to non-member organisations.
- New partnerships with specialist training providers to enhance advanced modules such as negotiation, behavioural insight and governance.
- Broader access for members to the CSA's training catalogue, including bespoke programme design.



Deepening Member Engagement

- Quarterly L&D Network Forums with specialist guest speakers and learner support.



Embedding Innovation and Quality

- A dedicated AI & Learning development workstream will explore the safe use of artificial intelligence in content development, assessment and learner support.
- Quality assurance processes will be strengthened in line with Ofsted's evolving expectations and regulatory changes.
- Greater use of data and analytics will support evidence based improvements to curriculum design and learner experience.



Launch of new training apprenticeships

- Increasing member uptake, driving overall numbers to above 600 active learners.
- Finalising a new feedback and engagement model to support learner progression, attendance, and outcomes.
- Implementation of the new Ofsted toolkit to demonstrate excellence in our apprenticeship provision.
- Working with Skills England to influence future apprenticeship design and ensure the sector's needs are reflected in national standards.



External Engagement

LinkedIn: Growing reach across UK financial services

Over the last 12 months, CSA’s LinkedIn presence recorded 2,630 page views and 1,312 unique visitors, with audiences primarily engaging from the London, Leeds, Manchester and Glasgow areas. Engagement is strongest among Financial Services professionals, particularly in Business Development and Finance roles.

Usage remains predominantly desktop (65% of page views), reflecting at-work consumption patterns. Engagement activity peaked in mid-September, coinciding with campaign and policy content related to the CSA’s annual conference – the UK Credit and Collections Conference.

Looking ahead: In 2026 we will continue to invest in evidence-led posts, regional storytelling, and member outcomes to serve senior decision-makers while expanding entry-level explainer content for future newly employed staff in the sector or other interested parties looking for information on the industry.

Youtube: A key touchpoint for consumers seeking help.

Engagement data from the CSA YouTube channel shows a clear trend: CSA video is now a primary source of information for consumers.

Our #HeretoHelp video remains the channel’s top performer, followed by our short explainer on the role of a trade association and our animated guide outlining five key steps consumers can take to manage their debt.

Notably, most viewers reach these videos through the CSA website, showing that when consumers are offered a choice between text and video, many consumers prefer to access information through video content.

Location of CSA LinkedIn followers - UK

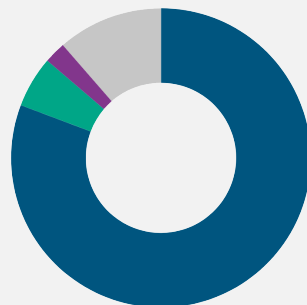
December 2025



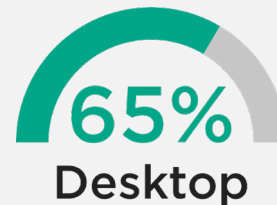
- London (27.9%)
- Leeds (15%)
- Manchester (9.7%)
- Glasgow (6.8%)
- Other (40.6%)

Location of CSA LinkedIn followers - Global

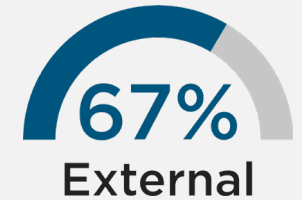
December 2025



- United Kingdom (80.7%)
- United States (5.5%)
- South Africa (2.3%)
- Other (11.4%)



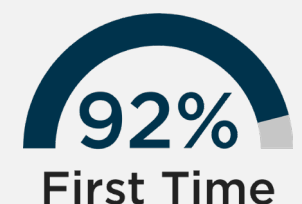
CSA LinkedIn page views that came from desktops



67% of CSA YouTube viewers arrived from an external source



The CSA’s #heretohelp video accounted for 33% of all views



92% of CSA YouTube viewers were first time visitors

Member Communications

CSA Review

The CSA Review is a quarterly digital newsletter exclusively for CSA members. It serves as a high-value member benefit by keeping organisations fully informed, connected and ahead of sector developments. It delivers clear regulatory insights, and serves as a useful reminder of industry news and developments helping members stay compliant and responsive to regulatory expectations. It showcases industry best practice and emerging trends; and highlights CSA training opportunities, events, and qualifications that support workforce development and improve customer outcomes. It also strengthens community engagement by sharing member initiatives, research, and campaigns, giving firms practical ideas and a sense of belonging within a professional membership network. The review acts as a trusted, time-saving digest that helps members stay knowledgeable, compliant and connected.



CSA Emails

Email remains one of our most effective channels for engaging with members. Each week, we deliver three core communications: our Events update, the Compliance Roundup, and CSA News.

Our CRM database holds approximately 1,800 individual contacts - representing a 35% increase on 2024 figures. Engagement continues to be strong, with email open rates consistently ranging between 40-50%, significantly outperforming the UK trade association average of 21-30%.



UKCCC and CSA Awards

The 2025 UK Credit & Collections Conference (UKCCC) gathered CSA members, industry experts and stakeholders for a full day of programming including keynote presentations by former BBC political correspondent, Jo Coburn, and Economics Fellow, Dr Lina Yueh CBE. The event saw record ticket sales and a sold-out exhibition, offering significant brand exposure and networking opportunities for industry suppliers.

The CSA Awards celebrates industry excellence and the outstanding work and commitment of staff and teams within CSA membership organisations. This year deafPLUS was confirmed as the event's charity partner, with its Chief Executive and interpreter attending the event. moneyPLUS, a subsidiary of the charity, is a free service that supports deaf people with everyday money matters, helping them feel more confident and informed about their finances.

“

The UKCCC in Manchester was an excellent conference, combining recognition with valuable knowledge-sharing. The sessions provided insightful discussions on key industry topics, and the event created strong opportunities for networking and collaboration. A well-organised and impactful experience. - Delegate Feedback



Finance Report

As your Association we aim to generate a surplus each year to maintain financial strength, while looking to control costs and increase sources of income outside pure membership fees. We made a satisfactory profit after tax for the year ended 30 June 2025, of £98k.

While this was less than in 2024 it was in line with budget set by the Board. We continue to have confidence in our business model of a vibrant membership organisation supported by an active training arm.



Consolidated Income Statement for the year ended 30 June 2025

	2025 £	2025 £	2024 £	2024 £
Income				
Annual subscriptions	975,254		1,015,595	
Conference and events	164,449		132,971	
Learning and development	1,969,495		1,588,770	
Other income	20,168	3,129,366	18,119	2,755,455
Less: cost of sales		1,236,771		1,045,724
Gross surplus		1,892,595		1,709,731
Administrative costs				
Staff related	1,458,951		1,235,074	
PR, Marketing and Advertising	12,878		11,733	
IT & Communications	40,780		39,177	
Insurance	24,749		17,540	
Travel and subsistence	35,993		24,942	
Irrecoverable VAT	57,326		37,953	
Premises, utilities and maintenance	61,683		63,459	
Legal and professional, subscriptions	66,278		55,169	
Miscellaneous	20,619	1,779,257	20,098	1,505,145
Operating Profit		113,338		204,586
Bank interest receivable		14,160		8,531
Depreciation		(15,388)		(22,874)
Profit on Ordinary Activities Before Taxation		112,110		190,243
Corporation Tax		(13,796)		(35,513)
Profit after taxation		98,314		154,730
Reserves Brought Forward		242,202		87,472
Reserves Carried Forward		340,516		242,202

Membership income

While membership income is not our largest revenue stream, it remains the most important and is key to us being able to provide the range of specialised services that support our members. The small fall in revenue compared to 2024 reflects the final impact of acquisition/turnover levy fees last year which were received in the light of previous acquisition activity. We have seen a high level of renewals into membership year 2025/26.

Conferences and events

The events that we put on every year continue to be well supported. In particular our annual conference where we have seen attendances grow each year since the event was cancelled in 2020 due to the pandemic. The conference included in these results was held in September 2024 at St George's Park, Burton for which we saw good growth in delegate numbers and exhibition and sponsorship income. I am pleased to say that the conference for 2025 in Manchester, as covered elsewhere in this report, saw increases across all revenue categories as well as in attendees, and the results will be included in the numbers for the year ending June 2026.

Establishment and other administrative costs

Cost control remains a key focus for all staff but we have seen an increase in travel and board costs as we have increased the number of face-to-face meetings as we look for greater engagement with members and attendance at more events. Irrecoverable VAT is incurred as part of our partial recovery method that means we don't charge VAT on membership fees but given the high level of exempt income (which is increasing with the growth in apprenticeships) we only recover about half of our input VAT. Generally, our administrative costs are in line with prior year and budget.

People costs

Our people related costs (including internal training) remain by far our largest expense and the increase reflects a pay rise linked to inflation. As noted above we have also added some internal resource in Compliance and L&D to support the additional work being done in both these areas. We continue to scrutinise all staff related costs very closely.

Learning and Development costs

Learning & Development comprises our apprenticeship program, our online training products (the Collector Accreditation Initiative and Collections Learning Initiative), and also bespoke training. Our apprenticeship income increased significantly in the period and we saw growth across the majority of programs that we offer. The apprenticeships that we provide include those 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. 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 to ensure they make cost-effective use of the training that is available.

We have a flexible and scalable model with our tutors and are able to respond quickly to changes in numbers, but we have added some back-office resource in terms of our quality, compliance and project management capability. Tutor fees are included within Cost of Sales as they are all self-employed.



Balance sheet

We had a cash balance of £923k at the year-end. The relatively high cash balance reflects the fact that we receive many of our member renewals around the year-end while the movement since last year reflects the timing of these receipts and the retention of profits in the business. 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 balance sheet; 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 for which we have yet to receive funding from ESFA. As we grow our L&D business, this balance will increase.

The increase in Computer assets reflects our investment in our CRM and member website which will go live in Q1 2026. The provision for liabilities relates to deferred tax which we expect to be utilised over the next year

It is worth noting that Reserves are still below what they were pre-pandemic and it was only by having a robust balance sheet that we were able to weather that particular storm. I am pleased to confirm that at this mid-point in the year we continue to trade profitably and that Reserves have now fully recovered to pre pandemic levels.

Other information

We received a clean audit opinion on our year-end financial statements from our external auditors, Robson Laidler, and while the numbers in this report represent a consolidated position, copies of the individual statutory accounts are available on request.

Consolidated Balance Sheet at 30 June 2025

	2025 £	2025 £	2025 £	2024 £	2024 £	2024 £
Fixed assets						
Intangible assets			5,657			12,944
Tangible assets						
Fixtures & fittings	2,495			2,725		
Computer equipment	73,960			9,881		
		76,455			12,606	
			82,112			25,550
Current assets						
Trade debtors	657,990			421,052		
Other debtors/prepayments	300,520			291,043		
Cash at bank	923,082			626,842		
		1,881,592			1,338,937	
Current liabilities						
Trade creditors	(127,784)			(150,732)		
Other creditors	(10,194)			(6,898)		
Accruals	(141,399)			(111,346)		
HMRC creditor	(92,874)			(41,280)		
Deferred income	(1,236,037)			(782,959)		
Corporation tax	(2,690)			(27,966)		
		(1,610,978)			(1,121,181)	
Current assets less current liabilities			270,614			217,756
Provision for liabilities			(12,210)			(1,104)
Total assets less current liabilities			340,516			242,202
Capital & reserves						
Retained earnings			340,516			242,202

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

T: +44 (0)191 217 0775

E: info@csa-uk.com

W: www.csa-uk.com



voice of the collections industry