

Company registration number 03316394 (England and Wales)

Institute Of Customer Service

Annual Report and Financial Statements

For the year ended 31 March 2025

Gilberts
CHARTERED ACCOUNTANTS

Institute Of Customer Service

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Institute Of Customer Service

Company Information

The Board of directors

Giles Hawke	Chairman of the Board and Chairman of the Remuneration Committee
Joanna Causon	Chief Executive
Chris Pitt	Non-Executive Director (Appointed 5 June 2024)
David Macleod	Non-Executive Director
Graham Edwards	Non-Executive Director
Jonathan Cowie	Non-Executive Director
Shirley Fell	Non-Executive Director
Jacqueline Starr	Non-Executive Director (Appointed 1 October 2024)

President

Simon Roberts	Chief Executive of Sainsburys
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Vice Presidents

Alison Japp	Vice President Care	OVO Energy
Alison Jones	Senior Vice President Global Circular Economy	Stellantis
Angela Lockwood	Non-Executive Director	Mears Group
Angela MacDonald	Deputy Chief Executive & Second Permanent Secretary	HM Revenue & Customs
Anna Cook	Managing Director of Service	Sky
Ant Middle	Chief Executive Officer	Ageas
Ben Fletcher	Chief Financial Officer	The Very Group
Carla Thomas	Business Customer Service Director	Openreach
David Roberts	Non-Executive Chair	Norwegian Log Buildings
Eric Leenders	Managing Director, Personal Finance	UK Finance
Fran Rea	Director of Customer Service & Service Delivery	NewDay
Heather Smith	Chief Executive Officer	AXA Health
Jamie McDonald	Executive Director of CX - Repairs & Maintenance	ForHousing
Jeremy Hyams	Executive Chair	Claims Consortium Group
Jo Marshall	Executive Director	YPO
Jo Moran	NED	Vivid Housing
Jo Upward	Director of Strategy and Development	Built by Levy UK
John Barnett	Former Director of Operations	Npower Energy Services
Kathryn O'Brien	Customer Experience Director	Avanti West Coast
Lesley Taylor	UK MD	Globus
Liz Fairburn	Customer Experience Director	DWP
Louise Beardmore	Chief Executive Officer	United Utilities
Mark Evans	Former Managing Director for Marketing & Digital	Direct Line
Mark Gait	Former Director	Virgin Media O2
Martyn Oakley	Operations Director	Laithwaites Wine
Michelle West-Wiggins	Director of Customer Experience	Cirencester Friendly Society
Mike Gauterin	Customer Services and Technology Director	United Utilities
Nigel Purveur	Former Managing Director	Capita
Paul Harris	Executive Director Customer Experience	Curo Group
Dr Peter Carter	Independent Healthcare Consultant	
Peter Cross	Former Customer Experience Director	John Lewis
Peter Farrer	Chief Operating Officer	Scottish Water
Peter Markey	Chief Marketing Officer	Boots
Peter Sinden	Former GI Executive Strategy Director	LV=
Phil McGilvray	CEO	coeo
Rachel Crownshaw	Group Managing Director, Communities	Places for People
Richard Pash	UK Chief Customer Officer	Zurich
Sian Jones	Chief Executive Officer	Correla
Trafford Wilson	Executive Director of Customer Services	The Guinness Partnership

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Company Information

Company Secretary	Winifred Armah
Company Number	03316394
Registered Office	Ground Floor 4 Gainsford Street London SE1 2NE
Auditors	Gilberts Chartered Accountants Pendragon House 65 London Road St Albans Hertfordshire AL1 1LJ
Bankers	Lloyds Bank plc 27 High Street Colchester Essex CO1 1OU Metro Bank 1 Southampton Row London WC1B 5HA
Solicitors	Birkett Long Essex House 42 Crouch Street Colchester Essex CO3 3HH

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Strategic Report

For the year ended 31 March 2025

Foreword from the CEO

I find myself again reflecting on a difficult year for the UK. The economy has genuinely begun to show some green shoots, but we have yet to achieve the levels of growth we need to build the vibrant and dynamic society we aspire to be. Customers and organisations alike have been feeling under pressure, and the outlook remains uncertain. We are still experiencing considerable geopolitical uncertainty with the war in Ukraine continuing into a third year and there is little sign of progress on a workable solution to the Gaza crisis. A new US president has done nothing to ease the sense of global instability, with tariffs, trade tensions and bond markets experiencing a white-knuckle rollercoaster ride.

Given this context, planning and setting policy for future growth has become more challenging. But as I have said before, there is no point in us simply admiring the problem. We need to understand the world as it is, not as we wish it to be. There are opportunities for us to really drive the future growth we need; with over 80% of our GDP service based and the fact that we are the second largest exporter of services in the world, together we can build the Service Nation – and with it, a better world for us all.

The initial hype around AI has started to calm down as we understand the need to fuse technology with human intervention rather than an either/or situation. We are seeing greater innovation from organisations that are adept at balancing commercial imperatives with the evolving wants and needs of their customers. Cybersecurity poses a significant risk to us all, and our research on Risk and Reputation has shown the value of organisations building a bank of goodwill to insulate against the impact of catastrophic events.

Despite historically low levels of customer satisfaction, we have seen a noticeable shift in the way service is perceived over the past year. Increasingly, brands are making service central to their proposition to customers – and those that deliver on this promise will win big. Those that fail to walk the talk will be found out and will pay the consequences.

The frame of reference has shifted, with those in the media, across Westminster, and in the Boardroom up and down the country developing a more sophisticated understanding of the strategic importance of customer service, its correlation with business performance, and the critical part it plays in driving growth.

Some regulators too, are finding better ways to drive genuine cultural change – for example by focusing on outcomes through the FCA's Consumer Duty initiatives. Others have incorporated our UK Customer Satisfaction Index into their frameworks to provide an independent, externally benchmarkable and consistent measure of service perceptions. More needs to be done, and we will continue to work hard to improve service provision for all customers across every sector.

All of this has made the four pillars that underpin our Service Nation drive even more relevant.

Service is a business asset. Through our research, we've proved the link between customer satisfaction, employee engagement, and business performance. We are championing the profession, from the boardroom to the frontline, through our qualifications and varied training and development platforms, with more to come in 2025.

Customer service can help build a fairer society. Regulators engage with us to drive standards industry-wide. We campaign to protect all customer-facing workers and engage with Westminster through initiatives such as our All-Party Parliamentary Group on Customer Service.

We are driving sustainable growth, helping our members innovate, benchmark and become more effective and profitable. As a member, you will benefit from a suite of services aligned with all of the above. Join us and be part of our growing movement for positive change.

The role of The Institute is to be a force for good, to remain steadfastly independent, and to act as your critical friend as we embark with you on your service journey - a huge thank you for the faith you put in us and the support you provide. I look forward to working with you as we build the Service Nation together.

Joanna Causon

CEO

9 July 2025

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Strategic Report (Continued)

For the year ended 31 March 2025

The directors have the pleasure in presenting their Strategic Report and the financial statements of the company for the year ended 31 March 2025.

Principal activities and review of the business

The Institute of Customer Service was formed in 1996 and incorporated as a company limited by guarantee in February 1997. The Institute is a not-for-profit professional body for customer service.

Our vision is to see a world where customer experience makes a positive and sustained impact on individuals, organisations, society, and the economic wellbeing of the UK.

Our mission is for The Institute of Customer Service to deliver tangible benefits to individuals, organisations and stakeholders. We are the leading independent expert, setting and upholding the standards to enable our customers to improve their business performance through service, so that the UK is seen as the place to experience great service and a valued expert on the global stage.

The Institute is also recognised as an expert in all aspects of customer service, and this is demonstrated through the provision of tangible benefits of membership including:

- knowledge, delivered through insight, research, advice and networking
- collateral to demonstrate that customer service is a harder-edge business driver
- training and assessments
- case studies
- bespoke research
- organisational and individual professional development
- benchmarking and insight
- customer service skills development
- qualifications and accreditation
- standard setting
- public policy development

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Strategic Report (Continued)

For the year ended 31 March 2025

Notable Achievements

Executive Summary

- **Financially, revenue was broadly flat at £5.3m** (compared to £5.4m for the previous year), but our expenditure increased, resulting in a **loss of £532k** after interest and taxation (compared to a **surplus of £175k** in the year prior).
- Most of the additional expenditure is related to **investment in additional personnel to enhance our delivery capability and member satisfaction**.
- We ended the year with **334 members** with a total of **1,183 membership years**.
- **Our Service with Respect campaign entered a new phase**, with a new bill being proposed that will protect some customer-facing workers
- Our **Academy achieved record annual revenues of £535k**
- Our CEO has featured on **BBC Radio 5 Live's Wake Up to Money** each quarter, providing a perspective on the business stories of the week and The Institute featured prominently in long-form pieces in **The FT** and **The Telegraph**
- Our member-exclusive in-person launch of the January 2025 **UK Customer Satisfaction Index** featured **Sainsbury's CEO, Simon Roberts**, and **first direct CEO, Chris Pitt**. Attendee feedback was phenomenal, with an **overall rating of 9.67** (out of 10), a **panel rating of 9.92**, and **likelihood to attend again was 9.58**.
- We developed our product portfolio, enhanced supporting collateral and relaunched the **Trust Index**, development of **ROI Toolkit** and reviewed our **Business Benchmarking** product. Improvements were made across the Academy, making the offer clearer and more consistent
- We **refreshed our brand** to introduce a more modern, vibrant look and feel which better reflects the work we do and the impact we have with members
- We published three pieces of Breakthrough Research: ***Leading the Service Nation? Enabling business performance through customer service***; ***A Cultural Shift: How to Regulate to Improve Customer Service***; and ***Customer Service: Risk and Reputation***
- This year's **conference was a huge success** (scoring **9.3 likelihood to recommend** to friends or colleagues)
- We made considerable progress on developing our **'Service University'** concept
- We build close relationships with **Parliamentarians, public officials and regulators** to influence policy
- Improvements to **our systems and processes** drove greater efficiencies and effectiveness across the business

Financial Overview

We ended the year with a deficit of £532k, which was largely driven by the strategic decision we made at the beginning of the year to invest in bolstering the team, ensuring we were ahead in terms of resource requirements. This has been our biggest source of expenditure compared to the previous year. Revenue was broadly in line with last year, and all other expenditure remains contained. Our cash position remains strong with reserves of over £6 million.

Our year-end finances reflect the challenging start to the year 2024/5 and the many uncertainties that several of our members are experiencing.

Member Engagement

Throughout the year, we made and embedded several changes across the Client Experience team. These changes have resulted in significant improvements in member engagement that will provide the foundation for The Institute's growth from 2025/26 and beyond.

We have seen a 6-point improvement in our member satisfaction score in the year. A 60% increase in response rate to our member survey and an uptick in satisfaction back to 2020 levels provides an improved platform on which to build into the new business plan period.

We also made significant strides in enhancing our system capabilities, particularly around the development and implementation of our CRM. We revamped our training and Academy services to remain true to our purpose and relevant to the membership.

The Institute's position, authority, high-level relationships and positioning has continued to grow. Revenue achieved through the Annual Conference, products and services and the Academy are all at the highest levels ever.

Our reputation for excellent original research and thought leadership has continued to grow and we have supported members in addressing critical strategic topics impacting their organisations' ability to deliver for customers.

Institute Of Customer Service

Strategic Report (Continued)

For the year ended 31 March 2025

The UKCSI is seen across business, Westminster and the media as the barometer of customer service in the UK, cementing our position as independent experts amongst key stakeholders.

Member engagement with our events programme continues to grow. This reflects a strong appetite for accessible, flexible formats and reinforces the value of digital and in-person engagement opportunities.

Our CEO spoke at 45 external speaking engagements and 10 member events, up significantly from 39 in 2023 and nearly doubling since 2022. This is in addition to CEO breakfasts, industry roundtables and VP meetings.

Our weekly CEO statements have established a loyal following via email, social and our website.

We continued to publish Customer Focus magazine three times a year and have enhanced the seniority and variety of interviewees featured. As part of our commitment to providing valuable insights and thought leadership, we have decided to make Customer Focus Magazine free for everyone in a digital format. This has had a significant impact on overall reach and readership, with our first digital open issue receiving over 5x as many views.

Our issues this year featured a range of experienced professionals such as Tom Athron (CEO, Fortnum & Mason), Prof. Martin Rees (Royal Astronomer) and Bruce Carnegie-Brown (Chairman, Lloyd's of London) and covered key themes such as leadership to sustainable growth, artificial intelligence, automation and ethics and trust, risk & reputation.

Ensuring our products and services are fit for purpose

We improved the visibility, accessibility, and alignment of our products and services. The first major change was the relaunch of our membership and value proposition, which brought greater clarity and focus to how The Institute's offer is presented.

This refresh resulted in improved slide decks, brochures, new web content, an article in the Customer Focus magazine, a live webinar, and integrated social sharing assets, strengthening our online presence. We also enhanced our data and insight capabilities by introducing monthly membership engagement tracking and year-on-year product performance.

To strengthen internal capability, we delivered dedicated training sessions and launched a suite of sales enablement tools. A new Customer Experience Manager has been recruited, and the Professional Qualifications process was streamlined.

Our latest membership survey indicated that 76% of members with high product usage gave a 9 or 10 for likelihood to remain, reinforcing the link between product use and retention. Our Trust Index surveys showed signs of momentum, indicating potential for growth in the year ahead.

Profile, Influence and Impact

In 2024/25, we solidified our position as the go-to commentators on the service economy. We regularly secured strong coverage in national and international news outlets (BBC, The Financial Times, The Economist, The Telegraph, The Observer, Bloomberg, and many others). We developed a programme of regular op-eds, contributor pieces, and broadcast appearances.

A standout media highlight was a multi-page spread in the Financial Times Weekend magazine discussing the decline in customer satisfaction in the UK, featuring Jo Causon as the main contributor and heavily referencing the UKCSI throughout. The article created engaging conversation and was one of the most commented on pieces ever for the Financial Times magazine.

On the regular contribution side, our CEO, Jo, was invited quarterly onto BBC Radio 5's Wake up to Money to discuss the latest trends and insights, drawing the link between service and the UK economy.

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Strategic Report (Continued)

For the year ended 31 March 2025

Media highlights this year included:

- [BBC Radio 5's Wake Up to Money](#) (four separate appearances over the last year)
- [BBC Breakfast](#)
- [Financial Times Weekend Magazine: How did Customer Service Get So Bad?](#)
- [The Telegraph: Sorry Gen Z, but this is why you need to pick up the phone](#)
- [Bloomberg](#)
- [Financial Times opinion: If staff don't want to work anymore, leaders should step up](#)
- [Forbes](#)
- [LBC: Don't lose sight of the customer this election: put customer service at the heart of UK's economic growth agenda](#)
- [Politics.co.uk opinion piece](#)
- [Management Today op-ed](#)
- UKCSI: [This is Money](#), [The Independent](#), [The Evening Standard](#), [Utility Week](#), [Retail Week](#)

In 2024/25, we continued to centre media engagement and thought leadership around our target audience of business leaders and economic experts to create higher-value opportunities with key media. We also increased our focus on key message delivery to ensure we were not only communicating with the right audience but were creating strong positioning around our campaigns.

While maintaining this business and economic focus, we grew our coverage from 913 pieces in 23-24 to 1,363 in 2024-25. We featured regularly in key media targets, including the Financial Times, The Telegraph, The Times, Bloomberg, Forbes, and BBC's Wake up to Money. Our leading print source for 2024 was the Financial Times, followed by The Telegraph.

Jo Causon penned frequent op-eds and letters published in business and political media (Financial Times, Politics.co.uk, LBC, Management Today) on topics including AI and automation, customer service in the boardroom, professionalisation of customer service, and service as a driver for economic growth.

Additionally, we grew our footprint with top trade publications across different sectors. Highlights included securing a regular column in Utility Week, Jo featuring on a retail crime webinar with The Grocer, and a feature interview with Retail Week on AI/Chatbots. We also achieved regular coverage with Travel Weekly, Retail Times, Insurance Post, Auto Trader and TechDigest.

In terms of online and broadcast coverage, we featured over 640 times in online publications – with major features corresponding with increased traffic to the website. We also featured more than 600 times on radio and TV, including appearances on various BBC channels, LBC, and Sky News.

One of the broadcast highlights of the year was Jo Causon appearing on BBC Breakfast for a long-form, case study-driven segment on Service with Respect. Jo joined the presenters in-studio and discussed the three key asks of The Institute on Government, business, and consumers for Service with Respect, and the need for urgent societal change to tackle this issue.

Members communicating their key milestones and achievements with The Institute were massively up YoY, with an average of 5-6 per month compared with 1-2 in the previous year. This resulted in regular trade and regional coverage and social media engagement for The Institute.

Speaking engagements

Jo Causon's external speaking engagements are a key part of our cross-sector thought leadership strategy, and one that has gone from strength to strength over the past few years. CEO speaking engagements included top tier industry events like Utility Week, Connected Britain, FUTR Europe, eCommerce Expo, and Credit Week.

As well as proactively putting Jo forward for top-tier speaking events, due to this increase in exposure we are now getting a large increase in organic, higher tier requests for our CEO to speak.

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Strategic Report (Continued)

For the year ended 31 March 2025

Forward-thinking thought leadership – our owned channel content

Over the past couple of years, the media landscape has become more challenging in terms of cut-through, with a shrinking workforce, declining consumer trust, and a shift toward more engaging and less in-depth content (such as clickbait articles and TikTok videos).

While media engagement remains a key tactic for profile and influence, we have also been growing our owned-channel content to ensure we are utilising all avenues available to communicate our key messaging around the four pillars of customer service. This includes the launch of our new podcast, [Causonomics](#).

National Customer Service Week:

National Customer Service Week 2024 was once again very successful last year. Our NCSW 2024 launch email saw a 12.9% open rate, and the event drove significant additional traffic to our website (10,326 NCSW-specific visitors in October 2024 vs 8,337 visitors in 2023, +24% increase).

We had 2,211 downloads for our NCSW digital pack vs 2,041 the previous year (up 8.3%). Similarly, the week was very well received by both members and non-members on social media, resulting in a total of 25k+ impressions, 894 interactions (likes, comments, shares) and 140 clicks.

Social Media

LinkedIn remains our primary channel of focus, and we hit the 29k followers milestone, ending the year +8.2% from 26,814 to 29,023.

With a growing membership base and an expanding role in influencing customer service standards, we are working on aligning our strategy with our broader goals in events, public affairs, and communications.

Website

Our website has undergone significant enhancements focused on improving user experience (UX). Key updates include:

- **Optimised navigation:** simplified menus and streamlined user journeys to make resources, events, and membership information more accessible. This also includes an improved search functionality across the website.
- **Responsive design upgrades:** ensured compatibility across all devices, enhancing mobile usability
- **Content alignment:** updated language and visuals to reflect our new brand identity
- **New membership & product landing pages** offering a more in-depth overview of our P&S portfolio and membership benefits to support member engagement and lead generation efforts.

From a traffic and SEO perspective, overall website traffic was up +9.4% We are continuing to make structural website improvements and improve search optimisation.

Research and Insight

Our research and insight programme is focused on three key areas:

UKCSI:

The UKCSI demonstrates the quality, breadth and relevance of our research. In July 2024 and January 2025, we published the *UK Customer Satisfaction Index (UKCSI)*, featuring the latest benchmarking, trends and insights into customer satisfaction in the UK and evidence of the links between customer satisfaction and business performance. The UKCSI also includes practical recommendations to improve customer satisfaction and business performance.

In the July 2024 UKCSI, we examined how customer attitudes and buying behaviours are influenced by perceptions about an organisation's business practices, impact on society, reputation and whether an organisation demonstrates understanding and care for a customer's personal circumstances. The January 2025 UKCSI report highlighted the relationship between customer satisfaction and business performance and the influence of emotional connection, customer ethos and ethics on high levels of customer satisfaction. We also reviewed how customers feel about the use of technology in a service context and whether it has improved.

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Strategic Report (Continued)

For the year ended 31 March 2025

As well as demonstrating The Institute's authority and credibility, the UKCSI is a key enabler of member engagement. The January 2025 UKCSI live member event generated excellent feedback. In addition, we held an open webinar (open to members and non-members). Each UKCSI launch was supported by a member webinar and an "open" webinar available to both member and non-member organisations.

We generated sales from UKCSI reports and data, mainly from non-member organisations. In addition, we have provided extra data analysis to over 35 member organisations that are featured in the UKCSI, to help them use the UKCSI to improve their insight and customer experience.

Breakthrough research:

During 2024–25, we released three key pieces of breakthrough research that have supported our engagement and influence with members, regulators and policymakers.

In May 2024, we launched *Leading the Service Nation? Enabling business performance through customer service*. The key purpose of the research is to help leaders better understand where they need to focus to drive service and business performance and to inform the way organisations identify, recruit and develop leaders. The research highlights eight critical leadership capabilities that will be especially important for the service leaders of the future, with recommendations about how to develop them.

In October 2024, we launched *A Cultural Shift: How to Regulate to Improve Customer Service*. At a time when organisations in regulated sectors and regulators are under growing scrutiny, the research assesses what regulators should do to stimulate higher standards of customer service in the sectors they regulate. The research assesses how the customer perspective can be appropriately represented in decision-making, skills and capabilities required by regulators, and consumer attitudes about the effectiveness of regulation in the UK. The research was based on evidence from consumers and managers who work in regulated sectors, and interviews with senior executives from organisations in regulated sectors, and in regulators.

In March this year, we published *Customer Service: Risk and Reputation*. This research examines the key factors influencing perceptions about an organisation's reputation and the impact of failures in customer service on long-term reputation and customer engagement. We consider whether customer service is seen as a reputational risk in the boardroom and how organisations assess, manage and measure reputational risk. The report concludes with recommendations for creating a culture for effective management of customer service, risk and reputation.

In December 2024, we published *Customer Service Trends and Predictions 2025*, highlighting issues and trends that will be significant for the customer experience environment in 2024 and how organisations should respond. *Customer Service Trends and Predictions 2025* has been downloaded by 101 members and viewed by approximately 642 individuals who are non-members or from non-member organisations.

Bespoke benchmarking and insight consultancy:

As well as publishing the UKCSI and breakthrough research, we conduct bespoke benchmarking and insight consultancy projects for member organisations.

We have generated bespoke benchmarking projects and insight consultancy projects for several of our members

Our bespoke benchmarking and Insight Consultancy has delivered 23 projects for 10 member organisations during 2024/25.

Public Policy:

This past year has seen a challenging political landscape, and July 2024 saw a snap General Election and a subsequent change in Government; this was a challenge The Institute responded quickly to, continuing to build relationships and influence agendas with strong political engagement campaigns.

Ahead of the General Election being announced, The Institute launched its 'Service Manifesto', which outlined our four key asks of the current and future UK government. Once the new Government was instated, we used the manifesto to foster connections with new and returning MPs, to ensure the service agenda was considered as parliamentary strategies were shaped.

Institute Of Customer Service

Strategic Report (Continued)

For the year ended 31 March 2025

As a part of our manifesto campaigning, we held a Parliamentary Reception in October 2024, to discuss how a better customer experience actively contributes to sustainable growth and how businesses and Westminster can work together to drive the service agenda. The event was attended by 50+ business leaders and Parliamentarians, with speeches delivered by Baroness Stowell, Olivia Blake MP, and Justin Madders MP, Minister for Employment Rights, Competition and Markets.

A key political campaign for us this year was again Service with Respect – our campaign to shine a light on unacceptable abuse of customer-facing workers. We have been successful in raising awareness of this issue with both businesses and government, and in 2024, we hit 300 supporters, reflecting a growing community dedicated to tackling this issue.

However, there is still a strong need for continued campaigning. In mid-2024, our regular tracker survey research was conducted, showing that the issue of customer hostility abuse was still prevalent across all customer-facing sectors – alongside low levels of reporting, and high numbers considering leaving their jobs as a result.

We issued this research, including a briefing to government, and called on abuse of public-facing workers to be made a standalone offence across all sectors. A part of this push was the above-mentioned appearance of Jo on BBC Breakfast, among other national pieces, including BBC Radio 5 Live.

In February 2025, the Crime and Policing Bill was announced, which included a standalone offence for assault of a retail worker. Again, we worked with parliamentary champions to push for an amendment to the Bill to cover all public-facing workers, not just those in retail, and submitted a strong and detailed evidence-based written submission to back up our call.

We will continue to campaign for this extremely important cause in 2025, as the Bill moves through the Houses of Parliament and Lords.

Outside of Westminster, and as part of our Service with Respect campaign, we have continued liaising with Police Crime Commissioners (PCCs) in key regions. Through our relationship with the Kent PCC, we now sit on the Kent Retail Crime Board. Additionally, we held several community events, one in Kent and one in Northwest, bringing members and local stakeholders together to discuss how we can tackle the problem of customer abuse directly in local communities.

We continued to engage with regulators to ensure service is high on their agenda and that customer satisfaction in regulated industries is measured in an accurate, consistent, independent, and cost-effective manner. Through our strong relationships with regulators, we held regular CEO roundtables in the financial, water, and energy sectors, bringing business leaders and regulators together to discuss how we can benchmark and improve customer outcomes.

We regularly contributed to written consultations and calls for evidence where our expertise was relevant, both for regulated sectors and for public sector departments – including the HM Treasury's spending review for 2025.

Our All-Party Parliamentary Group (APPG) on Customer Service, for which we are the secretariat, was automatically disbanded once the General Election was called. Through continuous networking, influencing, and outreach, we reinstated it under the new Government, with the Inaugural General Meeting held in December 2024. Connor Rand MP is now Chair.

The first APPG roundtable was held in February 2025, where we convened trade bodies and trade unions across key sectors – including TSSA, Accord, UK Finance, and UK Hospitality – to discuss the protection of customer-facing workers from abuse, and the widening out of current proposed protections for retail workers.

The new APPG will continue to meet quarterly in 2025, on subjects like regulation and the regulators, risk and reputation in service, and AI/automation.

The Academy

This year marked one of the best on record for the Academy, both in terms of commercial performance and member engagement.

We engaged with well over a thousand individuals across our membership. This includes our Certificate Courses; professional qualifications; our open workshops; and our management qualifications. Popular open workshop sessions included Introduction to Vulnerable Customers, Root Cause Analysis, and Complaints Handling.

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Strategic Report (Continued)

For the year ended 31 March 2025

A key change this year was the retirement of the ServiceFocus sub-brand and the introduction of a more pedagogically aligned framework under the new 'Certificate Courses' concept. Course names were revised to better reflect their content, and for the first time, these programmes were launched as open courses, allowing multiple members to enrol, rather than being limited to single-organisation delivery.

We also invested in platform and recognition enhancements. The introduction of LinkedIn certificate-sharing on our VLE enabled learners to celebrate and promote their achievements more visibly, while 25 new Academy landing pages made it easier for members to explore and access training, with a stronger focus on return on investment, member impact stories, and clearer, better-positioned content. These improvements helped increase reach and awareness of the Academy's offerings. Internally, we continued to build capability across the CED team through regular training. We also advanced our case study strategy (simplifying these into 'impact stories' and acquiring 32 of these for use in our comms) , embedded Professional Qualifications through a simplified 10-step guide and centralised all support.

We significantly improved our brochures across all workshops and Certificate Courses, enhancing how we communicate value, outcomes, and key takeaways. This upgrade has made it easier for members to understand and compare offerings, ultimately supporting better decision-making and driving increased engagement with our learning portfolio.

Looking ahead, next year looks highly promising, with strong foundations already in place to drive continued growth. Our messaging is clearer and more consistent, and delivery has improved across the board. We're expanding our trainer base to increase delivery capacity, and a full schedule of marketing initiatives is underway to maintain engagement.

People Development

Employee Engagement

We have a highly engaged workforce with employee engagement scores any organisation would be very proud of. Our latest independent survey was carried out in December 2024. The response rate was excellent at 89%. Overall, the survey indicates that most people are very satisfied with most aspects of their employment.

Performance Management

We have continued to embed our competency framework, which emphasises behaviours aligned with our values, while also helping people set meaningful, results-driven objectives to ensure personal development is supported. This year, we have taken a more deliberate approach to the development of our people and introduced more internal training opportunities to build capabilities.

Coaching has become a key focus, with more structured opportunities for employees at all levels to receive tailored support as well as access to our professional qualifications.

Resourcing and Structure

This year, we have made significant decisions in our headcount to align our structure with both member and market needs. To ensure our new colleagues can contribute to our purpose effectively and quickly, we have updated our recruitment processes and redesigned our onboarding programme, to offer the best possible welcome and support upon joining.

The search for a new permanent Commercial Director was successful. We reduced the Head of CRM position to a single role, enhancing collaboration between the DR and TAN teams to support a more consistent approach to member experience across the organisation.

To further support our new business efforts, we have created the role of Head of Business Development, which will come with increased targets for growth. The Academy has performed exceptionally well, and we are placing greater focus on it, including exploring additional revenue opportunities through partnerships.

We have merged the Product and Research teams to form a new directorate dedicated to Member Propositions. Additionally, the IT and Business Operations directorate has expanded to support all operational roles within membership, and now includes Standards & Quality, and Customer Experience.

We have seen a significant rise in direct applications for vacancies, through referrals, LinkedIn and our website. This is a strong reflection of The Institute's growing reputation and demonstrates our efforts to build a positive and attractive employer brand.

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Strategic Report (Continued)

For the year ended 31 March 2025

Benefits and Reward

We approached our annual pay review in 2024 with a clear focus on balancing financial pressures for individuals, rewarding high performance and encouraging retention.

This year, we changed our Health Care Cash Plan benefit to a new provider, which offers greater value to our employees.

Employment Changes

We have closely been monitoring developments related to the Government's Make Work Pay plan and the Employment Rights Bill, and keeping members of the SLT updated on the proposals and consultations. We will stay ahead of these changes and proactively update and adapt our policies and practices to ensure compliance.

Cost Management

This year, we have taken a more cautious and strategic approach to managing our hiring costs. We have been carefully assessing our people structure to ensure that investment is focused on areas with the greatest potential for return.

Standards and Quality

Following an internal review this year, Standards and Quality now forms part of the IT, Business Improvement and Standards directorate, with the Head of Standards & Quality reporting directly to the CIO.

Throughout the year, we continued to uphold our standards and quality assurance, with exception requests effectively managed and adherence to our established frameworks remaining strong. Timeframes have been kept consistently, with surveys administered promptly and member expectations met.

Our position as the authority in customer experience remains firmly established, driven by the depth of insight we deliver through benchmarking, the robustness and credibility of our accreditations, and the consistently high standard of our qualifications.

Highlights of delivery are:

- Following last year's internal review, where we modified the ServiceMark re-accreditation process to incorporate a "temperature check" one year following the initial survey, this process is now firmly embedded.
- We have now integrated into our CRM, our TrainingMark accreditation, enabling detailed analytics and forecasting for our pipeline. Work is in place to have annual Trainer and Assessor Quality Assurance also fully integrated by the end of Quarter 1 next FY
- We redesigned our ServiceMark assessment report to include an Executive Summary and ensure it aligns more closely with our other communications, enhancing both professionalism and clarity.
- A thorough review of our in-house trainers was conducted, and an annual quality assurance process implemented to ensure standards continue to be met.

IT Systems and Business Improvement:

2024/25 has been a transformative period for The Institute to make significant strides in enhancing our system capabilities, particularly around the development and implementation of our CRM.

Our core objectives for the year focused on enhancing our CRM platform to drive effectiveness, better automation and streamlining of processes.

Additionally, we fully integrated our survey platforms into our CRM to manage our ServiceMark accreditation. We have taken steps to reduce data handling, improving efficiency across platforms like the website, Hubspot, VLE, and Salesforce. Finally, we aimed to simplify the individual membership journey, enhanced self-service Academy products, and found greater efficiencies through automation and self-service.

There is still work to be done, but we have moved a long way forward to a much more efficient Institute and joined-up flow of data through the business.

Institute Of Customer Service

Strategic Report (Continued)

For the year ended 31 March 2025

Business Continuity Planning:

We have Disaster Recovery Plans in place, with a focus on developing strategies to ensure seamless operations under various scenarios. We have significantly enhanced our backup capacity and reduced our dependency on our legacy fixed hardware server solution. Additionally, we have reinforced our resiliency by installing a backup network solution at our office to mitigate the impact of any potential network outages.

Governance

The Institute received a 'clean audit' of 2023/24 and 2024/25 year-end accounts.

We also re-appointed Gilberts as The Institute's external auditors, following ratification at the AGM in July 2024.

The governance of The Institute is achieved through its Board and committee structures, operational management activities, and implementation of its policies. The Board is responsible for setting the overall CSR policy and goals for The Institute and senior management are responsible for their operational implementation.

Corporate Social Responsibility

The Institute recognises its business operations have an impact on the communities and environment in which it operates. As per our CSR policy, we review our charity partner every two years and vote on who to support. As part of that process, we selected Mind as our new partner and ran an auction of promises to raise money as part of our support.

The Institute is committed to operating its business in a manner that is both sensitive and responsible with proper regard to its legal obligations and according to relevant directives, regulations, and codes of practice.

We are committed to supporting the Government's vision for Corporate Social Responsibility, specifically:

- Promoting business activity that brings simultaneous economic, social, and environmental benefits
- Encouraging innovative approaches and continuing development and application of best practices
- Ensuring the best minimum levels of performance in areas such as health and safety, the environment, and equal opportunities
- Creating a framework that facilitates business practices that balance financial success with achievement of social and sustainability goals
- Taking an active part in supporting the local community and social causes

GDPR Compliance

We continue to work to ensure our compliance with the EU GDPR. The Institute ensures personal data is handled and dealt with properly, however it is collected, recorded, and used.

Our data protection policy sets out how we seek to protect personal data and ensure that staff understand the rules governing their use of personal data to which they have access in the course of their work. We have been working to improve our systems, processes, and contracts to help achieve this. We have also worked with members and suppliers to maintain compliance across our supply chain.

Our privacy policy covers how organisations' and individuals' data are secured, covering both their right to data being kept private and their right to privacy from tele and online marketing, unless they have opted-in to receive it. It also helps ensure The Institute complies with the Privacy and Electronic Communications Regulations (PECR) and that applies in conjunction with data protection legislation, such as GDPR.

Institute Of Customer Service

Strategic Report (Continued)

For the year ended 31 March 2025

Embarking on our new three-year strategy, our key strategic priorities in 2025/26 are:

1. **Membership growth: deliver on the numbers and improve retention:** Drive deeper membership engagement and uptake of products and services to demonstrate the tangible impact of membership and clearly articulated ROI. Ensure our value propositions remain fit for purpose and develop new services to meet the changing needs of our members. Deliver internationally for Group members.
2. **Embed ServiceMark** as the national organisational standard and demonstrate its impact in terms of improved customer satisfaction. The deployment of SM is scalable and cost effective for larger organisations.
3. **We continue to build profile and influence:** we drive the case for the four pillars of the service nation with high profile coverage through all forms of media and channels.
4. **We are the go-to place for customer service training and professional development** – The Academy grows and achieves appropriate performance and traction.
5. **We achieve policy change and input into the Government agenda:** The Institute is recognised as the go to place for regulators and Government.
6. **We continue to develop our research, knowledge and insight capability:** to demonstrate our credibility, influence, reach and competitive advantage through our breakthrough research the UKCIS, bespoke and insight consultancy work.
7. **We extend our standards and quality capability.** We are strong on quality assurance, high standards and modern methods of delivery, activity will focus on setting and embedding standards that drive cultural change and organisational improvement.
8. **We have the right infrastructure, skills and capability:** invest further in our people and systems development to ensure we are agile and easy to do business with.

Institute Of Customer Service

Strategic Report (Continued)

For the year ended 31 March 2025

Appendix 1 – New members 2024/25 (from a wide range of sectors)



Full list:

Accenture	Mediterranean Shipping Company (UK) Ltd - (MSC UK Ltd)
Armstrong Watson LLP	Midland Expressway limited (M6toll)
Asda	North West London Pathology
Aviva Insurance UK	North Yorkshire Council
Berkeley Group	People's Postcode Lottery
Bryt Energy Limited	Plymouth Community Homes
coeo	Rural Payments Agency
Cross Country Trains	ScottishPower Customer Business Limited
David Lloyd Leisure Ltd T/A David Lloyds Clubs	Simply Asset Finance
Defence Business Services	UAL (University of the Arts London) Awarding Body
EDF Energy -Energy Business Solutions	UK National Nuclear Laboratory
Equifax	Unity Trust Bank
ESS-DMA	Vaillant Group UK Ltd
Harrison Spinks Beds Ltd	Veolia Waste Management
Heathrow Airport Limited	WM Morrisons Supermarkets
Holcim	Zenith
i2 Analytical Limited	

Institute Of Customer Service

Directors' Report

For the year ended 31 March 2025

The directors present their annual report and financial statements for the year ended 31 March 2025.

Principal activities

The principal activity of the company continued to be that of a not-for-profit professional body for customer service.

Directors

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

Joanna Causon

Jonathan Cowie

Giles Hawke

Shirley Fell

David MacLeod

Graham Edwards

Chris Pitt

(Appointed 5 June 2024)

Jacqueline Starr

(Appointed 1 October 2024)

Mark Gait

(Resigned 12 June 2024)

Auditor

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

Statement of directors' responsibilities

The directors are responsible for preparing the annual report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied with the fact that they give a true and fair view of the state of affairs of the company and of the surplus or deficit of the company for that period. In preparing these financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of disclosure to auditor

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

Institute Of Customer Service

Directors' Report (Continued)

For the year ended 31 March 2025

Small companies' exemption

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

On behalf of the board

Joanna Causon

Director

9 July 2025



Institute Of Customer Service

Independent Auditor's Report

To the Members of Institute Of Customer Service

Opinion

We have audited the financial statements of Institute Of Customer Service (the 'company') for the year ended 31 March 2025 which comprise the statement of income and retained earnings, the balance sheet and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2025 and of its deficit for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the financial statements* section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the directors' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the directors with respect to going concern are described in the relevant sections of this report.

Other information

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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



Institute Of Customer Service

Independent Auditor's Report

To the Members of Institute Of Customer Service (Continued)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report. We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the directors were not entitled to prepare the financial statements in accordance with the small companies regime and take advantage of the small companies' exemption in preparing the directors' report and from the requirement to prepare a strategic report.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error. In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Explanations as to what extent the audit was considered capable of detecting irregularities, including fraud

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. However, the primary responsibility for the prevention and detection of fraud rests with both management and those charged with governance of the company. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed in our approach below:

- We obtained an understanding of the legal and regulatory requirements applicable to the company and considered that the most significant are the Companies Act 2006, UK financial reporting standards as issued by the Financial Reporting Council and UK taxation legislation.
- We assessed the risk of material misstatement of the financial statements, including the risk of material misstatement due to fraud and how it might occur, by holding discussions with management and those charged with governance.
- We enquired of management and those charged with governance as to any known instances of non-compliance or suspected non-compliance with laws and regulations. There are inherent limitations in the audit procedures noted above, the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it.
- Based on this understanding, we designed specific appropriate audit procedures to identify instances of non-compliance with laws and regulations. This included making enquiries of management and those charged with governance, miscellaneous receipts and payments testing, journal entry testing, analytical procedures and obtaining additional corroborative evidence as required. In doing so we evaluate whether there was evidence of bias by the directors that represented a risk of material misstatement due to fraud.



Institute Of Customer Service

Independent Auditor's Report

To the Members of Institute Of Customer Service (Continued)

- We recognise that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.
- We communicated relevant key laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud and non-compliance with laws and regulations throughout the audit.

We did not identify any audit matters relating to irregularities, including fraud.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Amanda Ruggles (Senior Statutory Auditor)

For and on behalf of Gilberts Chartered Accountants, Statutory Auditor
Pendragon House
65 London Road
St Albans
Hertfordshire
AL1 1LJ
9 July 2025

Institute Of Customer Service

Profit and Loss Account

For the year ended 31 March 2025

	Notes	2025 £	2024 £
Income		5,338,636	5,390,053
Administrative expenses		(6,022,146)	(5,342,185)
Operating (deficit)/surplus		(683,510)	47,868
Interest receivable and similar income		200,359	167,245
(Deficit)/surplus before taxation		(483,151)	215,113
Tax on (deficit)/surplus		(49,345)	(40,570)
(Deficit)/surplus for the financial year		(532,496)	174,543
Retained earnings brought forward		1,074,506	899,963
Retained earnings carried forward		542,010	1,074,506

Institute Of Customer Service

Balance Sheet

As at 31 March 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Intangible assets	4		83,213		93,947
Tangible assets	5		91,837		106,214
Investments	6		1,000		1,000
			<u>176,050</u>		<u>201,161</u>
Current assets					
Debtors	8	1,688,376		1,428,974	
Cash at bank and in hand		5,421,753		6,007,699	
		<u>7,110,129</u>		<u>7,436,673</u>	
Creditors: amounts falling due within one year	9	<u>(3,499,774)</u>		<u>(3,299,611)</u>	
Net current assets			<u>3,610,355</u>		<u>4,137,062</u>
Total assets less current liabilities			<u>3,786,405</u>		<u>4,338,223</u>
Creditors: amounts falling due after more than one year	10		<u>(3,229,395)</u>		<u>(3,253,717)</u>
Provisions for liabilities	11		<u>(15,000)</u>		<u>(10,000)</u>
Net assets			<u>542,010</u>		<u>1,074,506</u>
Reserves					
Income and expenditure account			<u>542,010</u>		<u>1,074,506</u>

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies regime.

The financial statements were approved by the board of directors and authorised for issue on 9 July 2025 and are signed on its behalf by:

Giles Hawke

Director

Company Registration No. 03316394

Institute Of Customer Service

Balance Sheet (Continued)

As at 31 March 2025

	Notes	2025 £	£	2024 £	£
Reserves - members funds		542,010		1,074,506	
Deferred income:					
Amounts falling due within one year		2,621,796		2,531,323	
Amounts falling due after more than one year		3,137,088		3,007,220	
Total adjusted reserves		6,300,894		6,613,049	

Deferred income relates to non-refundable membership subscriptions.

Institute Of Customer Service

Notes to the Financial Statements

For the year ended 31 March 2025

1 Accounting policies

Company information

The company is a private company limited by guarantee incorporated in England and Wales. The registered office is Ground Floor, 4 Gainsford Street, London, SE1 2NE.

1.1 Accounting convention

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

The financial statements are prepared in sterling, which is the functional currency of the company.

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities measured at fair value through profit and loss.

1.2 Turnover

Turnover is the total amount receivable by the company for services provided, excluding value added tax and trade discounts.

Subscriptions of members are credited to the income and expenditure account over the period of the membership, after deducting 20% for selling costs. Subscriptions are not refundable.

1.3 Intangible fixed assets other than goodwill

Intangible assets are initially recorded at cost and are subsequently measured at cost less accumulated amortisation and impairment losses. Any intangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation, as determined by reference to an active market, less any subsequent accumulated amortisation and subsequent accumulated impairment losses.

Intangible assets acquired on business combinations are recorded at the fair value at the acquisition date; the intangible asset arises from contractual or other legal rights; and the intangible asset is separable from the entity.

Amortisation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Intellectual property rights	20% straight line
Software and website	20% straight line

1.4 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation, less any subsequent accumulated depreciation and impairment losses.

Depreciation is recognised so as to write off the cost or valuation of assets less their residual values over their useful lives on the following bases:

Leasehold improvements	10% straight line
Fixtures and fittings	15% straight line
Computers	25% straight line

Institute Of Customer Service

Notes to the Financial Statements (Continued)

For the year ended 31 March 2025

1 Accounting policies

(Continued)

1.5 Fixed asset investments

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

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

1.6 Impairment of fixed assets

A review for indicators of impairment is carried out at each reporting date, with the recoverable amount being estimated where such indicators exist. Where the carrying value exceeds the recoverable amount, the asset is impaired accordingly. Prior impairments are also reviewed for possible reversal at each reporting date.

1.7 Financial instruments

The company has elected to apply the provisions of Section 11 and Section 12 of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the company's balance sheet when the company becomes party to the contractual provisions of the instrument.

Basic financial assets

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

Basic financial liabilities

Basic financial liabilities, which include trade and other payables and bank loans, are initially measured at transaction price and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present fair value of the future receipts discounted at a market rate of interest.

1.8 Taxation

The company is a mutual service organisation and all activities of the company are exempt from corporation tax except for interest received, income on investments and chargeable gains.

1.9 Provisions

Provisions are recognised when the company has a legal or constructive present obligation as a result of a past event, it is probable that the company will be required to settle that obligation and a reliable estimate can be made of the amount of the obligation. The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the reporting end date, taking into account the risks and uncertainties surrounding the obligation.

1.10 Retirement benefits

Payments to defined contribution retirement benefit schemes are charged as an expense as they fall due.

1.11 Leases

As lessee

Operating lease rentals are charged to the profit and loss account in the year in which they are payable.

Institute Of Customer Service

Notes to the Financial Statements (Continued)

For the year ended 31 March 2025

1 Accounting policies

(Continued)

1.12 Foreign exchange

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

2 Auditor's remuneration

	2025	2024
	£	£
Fees payable to the company's auditor and associates:		
For audit services		
Audit of the financial statements of the company	16,600	17,000

3 Employees

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

	2025	2024
	Number	Number
Total	44	39

4 Intangible fixed assets

	Other
	£
Cost	
At 1 April 2024	316,649
Additions	25,951
At 31 March 2025	342,600
Amortisation and impairment	
At 1 April 2024	222,702
Amortisation charged for the year	36,685
At 31 March 2025	259,387
Carrying amount	
At 31 March 2025	83,213
At 31 March 2024	93,947

Institute Of Customer Service

Notes to the Financial Statements (Continued)

For the year ended 31 March 2025

5 Tangible fixed assets

	Leasehold improvement	Furniture and equipment	Total
	£	£	£
Cost			
At 1 April 2024	84,741	87,838	172,579
Additions	-	7,742	7,742
Disposals	-	(725)	(725)
At 31 March 2025	84,741	94,855	179,596
Depreciation and impairment			
At 1 April 2024	15,791	50,574	66,365
Depreciation charged in the year	8,474	13,098	21,572
Eliminated in respect of disposals	-	(178)	(178)
At 31 March 2025	24,265	63,494	87,759
Carrying amount			
At 31 March 2025	60,476	31,361	91,837
At 31 March 2024	68,950	37,264	106,214

6 Fixed asset investments

	2025	2024
	£	£
Shares in group undertakings and participating interests	1,000	1,000

7 Subsidiaries

Details of the company's subsidiaries at 31 March 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct
ICS Services Ltd	Ground Floor, 4 Gainsford Street, London SE1 2NE	Dormant	Ordinary Shares	100

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

Name of undertaking	Capital and Reserves	Profit/(Loss)
	£	£
ICS Services Ltd	1,000	-

Institute Of Customer Service

Notes to the Financial Statements (Continued)

For the year ended 31 March 2025

8 Debtors

	2025	2024
	£	£
Amounts falling due within one year:		
Trade debtors	1,190,731	1,174,243
Other debtors	15,250	15,373
Prepayments and accrued income	482,395	239,358
	<u>1,688,376</u>	<u>1,428,974</u>

9 Creditors: amounts falling due within one year

	2025	2024
	£	£
Trade creditors	152,629	175,969
Amounts owed to group undertakings	870	870
Corporation tax	49,359	40,570
Other taxation and social security	386,919	350,016
Deferred income	2,808,401	2,632,613
Other creditors	23,921	22,519
Accruals	77,675	77,054
	<u>3,499,774</u>	<u>3,299,611</u>

10 Creditors: amounts falling due after more than one year

	2025	2024
	£	£
Deferred income	<u>3,229,395</u>	<u>3,253,717</u>

11 Provisions for liabilities

	2025	2024
	£	£
Dilapidations provision	<u>15,000</u>	<u>10,000</u>

The current lease for the Institute offices includes a requirement to restore the property to its original condition. A provision is made each year to cover the estimated cost of the dilapidations being £5,000 per year over the 10 year rental agreement.

12 Operating lease commitments

As lessee

Institute Of Customer Service

Notes to the Financial Statements (Continued)

For the year ended 31 March 2025

12 Operating lease commitments (Continued)

The total future minimum lease payments under non-cancellable operating leases are as follows:

	2025	2024
	£	£
Total commitments	575,257	624,329

13 Members' liability

The company is limited by guarantee and does not have share capital.

The liability of members is limited. Every member of the Institute undertakes to contribute such amounts as may be required (not exceeding £1) to the Institute's assets if it should be wound up while they are a member, or within one year after they cease to be a member, for payment of the Institute's debt and liabilities contracted before they cease to be member, and of the costs, charges and expenses of winding up, and for the adjustment of the rights of the contributories themselves.