Charity registration number 1162712 (England and Wales)

Company registration number RC000877

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

ANNUAL REPORT AND FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2025

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

LEGAL AND ADMINISTRATIVE INFORMATION

President	S Baister
Trustees	G Bullivant (Treasurer) L Coltman N Jinks (Chair) A Poole P Swain P Gent
Chief Executive	S Chapple
Charity number	1162712
Company number	RC000877
Principal address	1 Accent Park Bakewell Road Orton Southgate Peterborough Cambridgeshire United Kingdom PE2 6XS
Registered office	1 Accent Park Bakewell Road Orton Southgate Peterborough Cambridgeshire United Kingdom PE2 6XS
Auditor	Azets Audit Services Westpoint Lynch Wood Peterborough Cambridgeshire United Kingdom PE2 6FZ
Bankers	National Westminster Bank PO Box 4 69 Bridge Street Worksop Nottinghamshire United Kingdom S80 1DG

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

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CHARTERED INSTITUTE OF CREDIT MANAGEMENT

TRUSTEES' REPORT (INCLUDING DIRECTORS' REPORT)

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees present their annual report and financial statements for the year ended 31 December 2025.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)".

Objectives and activities

The Institute's charitable objectives are (1) to advance the education of the public concerning credit management and to encourage the study thereof. (2) to establish a hardship fund for the benefit of members or former members of the institute allowing the institute to make payments and/or assist such members or former members or their dependants who are in conditions of need hardship or distress.

The main activities undertaken in relation to these objectives are:

- Being the centre of expertise for credit management.
- Raising awareness of the impact of late payment and working with government and other business bodies to drive a change in culture
- Gaining universal recognition that sound credit management is vital to business.
- Maintaining relevant and up-to-date qualifications and occupational standards.
- Making best practice advice available to business and the wider community
- Being recognised and respected as the voice of the profession.
- Supporting the career development of all people who work in credit management.
- Improving skills and standards through a growing membership.
- Continuously improving its products and services and being the first-choice provider.
- Promoting credit management through local, national and international networks.

The trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

Achievements and performance

During 2025 the Institute:

- Collaborated with business organisations and the media to provide information and education on basic credit management principles to the wider business community.
- Continued the promotion of the benefits of good credit management through webinars, roadshows and Corporate Partnerships.
- Continued to increase recognition of best practice through the development and growth of its CICMQ quality accreditation scheme through which organisations have been recognised. This is being achieved by active engagement at grass roots level in conjunction with corporate attainment.
- Continued to provide and improve its range of Ofqual regulated qualifications in Credit Management.
- Held further meetings of the forward thinking and thought-leading Think-Tank considering and discussing current issues and trends facing the profession, and commissioning research among the credit profession to inform discussion and debate.
- Commenced a long-term project to better support the Awarding Body area of the business.

The Institute measures its achievements and performance using a range of KPIs and SLAs. These include but are not limited to the analysis of membership numbers, measurement of member retention rates and targeted response times to member contact. Activity on social media channels is also keenly measured, and the Institute monitors coverage by third party organisations of its activity.

Financial review

The net expenditure of the group for the 12-month period was £151,018, reducing total charity funds to £898,805 at 31 December 2025. The trading subsidiary returned a profit of £463,466 which was gift aided to the charity. The Economic climate continues to be a challenge for our members and our industry, and we continue to evolve our services to better fit the members' needs.

Reserves Policy: Much of the income received and generated by the Institute is of an unrestricted nature, but certain restricted funds and reserves are recognised within the accounts. It is the Institute's policy to retain a level of general reserve that takes in to account future capital investment, unexpected maintenance expenditure and, in the event of a winding down of the Institute's activities, sufficient reserves to develop, deliver and award the Institute's qualifications. Based on the above criteria, the trustees consider an appropriate level of reserves to be £231,000 (2024: £255,000). At 31 December 2025 the level of general reserve of £183,214.

Benevolent Fund: This was set up by the Institute to help members or former members of the Institute, or their dependants, in need, hardship or distress. Applications for assistance are considered by a Benevolent Fund Committee which is comprised of four Vice Presidents (previous Chairs) of the Institute. Payments totalling £5,108 were made during the period.

Branches: The branches are funded partly by the Institute and partly by fundraising activities carried out by the branches themselves.

Funds in IICM: This is surplus funds donated by the IICM on its winding up and is ring fenced for development of the Ireland branch of CICM.

Investment Policy and Financial Returns: Under the Institute's Charter and By-laws the Executive Board has the power to invest, as it thinks fit, any monies not immediately required after considering the Charity's future spending commitments and planned capital investment. Current investment policy demands a proportion of surplus funds as designated by the trustees from time to time are held in readily realisable investments designed to generate a return in the short to medium term that will at least maintain the real value of the asset.

The charity maintains an operational register of risk which is reviewed and updated on a regular basis. Possible risks identified include

- Financial performance.
- Competitor activity.
- Inclusion, equality and diversity.
- Health & safety.
- Apprenticeships.
- Cyber security.

Each risk is scored according to potential impact and likelihood of occurrence. Appropriate actions are recorded in the risk register for each risk identified and monitored until implemented. The Executive Board delegates day-to-day responsibility for risk management to the Chief Executive who has responsibility for identifying and evaluating risks and implementing appropriate controls.

Plans for future periods

The Institute's objectives for the future continue as previously, and specific plans include:

- Continuing to promote to businesses its CICMQ quality accreditation scheme which identifies and recognises best practice in credit management.
- Continue to put our members at the forefront of all we do by focussing on the delivery of exceptional member value.
- Working with government to identify opportunities where it can support and advise on policy direction.
- Continuing the review and development of its education scheme, qualifications and systems.
- Providing thought-leadership in credit management through the CICM Think-Tank.
- Completion of the digital transformation of the website and supporting systems
- Increasing marketing and PR activity to raise awareness of the importance of effective cash flow management among the wider business community.
- Continuing to develop virtual learning.
- Growing the CICM Member Panel, a group of CICM members, customers and credit professionals across industries and countries, providing feedback, input and ideas on current and proposed products and services, membership benefits, training and qualifications, and government consultations.

Structure, governance and management

The charity was incorporated as a Royal Charter company on 1 January 2015 (Company Number RC000877 Charity Number 1162712).

The members of the Executive Board are the directors of the charitable company and its trustees for the purposes of charity law. They are elected by the Advisory Council for a period of two years and meet quarterly. New trustees are provided with an induction pack outlining their duties and responsibilities. Ongoing trustee training is provided from time to time. There are committees dealing with the benevolent fund, education, and technical matters. It is the Executive Board's role to determine the overall direction and development of the charity through good governance and effective strategic planning. The Executive Board is also responsible for safeguarding and protecting the assets of the charity, identifying its principal business risks, and ensuring that appropriate systems are in place for their management and mitigation. In addition, the Executive Board oversees the admission and conduct of members, also the procedure at general meetings of the Institute. The Executive Board delegates day-to-day responsibility for governance, strategic planning, risk management and general day-to-day operations to the Chief Executive. The Chief Executive is appointed by the Executive Board.

The Institute has a wholly owned subsidiary, CICM (Services) Limited, which provides credit related services including training, events, and the supply of learning materials. The accounts show the consolidated position of both companies. The subsidiary gifts all its profits to the charity.

As a means of meeting its principal objectives, the Institute runs branches throughout the United Kingdom. Each of these branches is a geographic grouping of CICM members who elect a committee to promote the Institute at local level, to provide meetings of an educational and training nature, to encourage the exchange of professional views between people working in credit management and to provide a network of help, advice, and support. Members of branch committees act in a voluntary capacity and operate within guidelines set by the Executive Board. In relation to the activities of the Institute as a whole, the £ value of the voluntary work is not a significant percentage.

The trustees, who are also the directors for the purpose of company law, and who served during the year and up to the date of signature of the financial statements were:

G Bullivant (Treasurer)
L Coltman
N Jinks (Chair)
A Poole
P Swain
P Gent

None of the trustees has any beneficial interest in the company. All of the trustees are members of the company and guarantee to contribute £1 in the event of a winding up.

Qualifying third party indemnity provisions
The charity provides qualifying third party indemnity insurance for the benefit of directors and trustees.

The pay and remuneration of key management personnel (Chief Executive) is determined by the trustees taking into account performance and benchmarked data for the sector.

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

The trustees' report was approved by the Board of Trustees.

N Jinks (Chair)

Date: 3 · 3 · 2026 .

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

STATEMENT OF TRUSTEES' RESPONSIBILITIES

FOR THE YEAR ENDED 31 DECEMBER 2025

The trustees, who are also the directors of Chartered Institute of Credit Management for the purpose of company law, are responsible for preparing the Trustees' Report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources, including the income and expenditure, of the charitable company for that year.

In preparing these financial statements, the trustees are required to:
- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping adequate accounting records that disclose with reasonable accuracy at any time the financial position of the charity 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 charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

INDEPENDENT AUDITOR'S REPORT

TO THE TRUSTEES OF CHARTERED INSTITUTE OF CREDIT MANAGEMENT

Opinion

We have audited the financial statements of Chartered Institute of Credit Management (the 'charity') for the year ended 31 December 2025 which comprise the Group Statement of Financial Activities, the Group & Parent Charitable Company Balance Sheet's, the Group Cash flow Statement and the notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including 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 Group and Parent charitable company's affairs as at 31 December 2025 and of its incoming resources and application of resources, 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 charity 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 trustees' 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 charity'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 trustees 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 trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and 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.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the statement of trustees' responsibilities, the trustees, who are also the directors of the charity for the purpose of company law, 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 trustees 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 trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 144 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

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.

Extent to which 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 and on the Financial Reporting Council's website, to detect material misstatements in respect of irregularities, including fraud.

We obtain and update our understanding of the entity, its activities, its control environment, and likely future developments, including in relation to the legal and regulatory framework applicable and how the entity is complying with that framework. Based on this understanding, we identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. This includes consideration of the risk of acts by the entity that were contrary to applicable laws and regulations, including fraud.

In response to the risk of irregularities and non-compliance with laws and regulations, including fraud, we designed procedures which included:

- Enquiry of management and those charged with governance around actual and potential litigation and claims as well as actual, suspected and alleged fraud;
- Reviewing minutes of meetings of those charged with governance;
- Assessing the extent of compliance with the laws and regulations considered to have a direct material effect on the financial statements or the operations of the entity through enquiry and inspection;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Performing audit work over the risk of management bias and override of controls, including testing of journal entries and other adjustments for appropriateness, evaluating the business rationale of significant transactions outside the normal course of business and reviewing accounting estimates for indicators of potential bias.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)
TO THE TRUSTEES OF CHARTERED INSTITUTE OF CREDIT MANAGEMENT

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees 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 charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Mr Mark Jackson FCA DChA (Senior Statutory Auditor)
for and on behalf of Azets Audit Services

18·3·2026

Chartered Accountants
Statutory Auditor

Westpoint
Lynch Wood
Peterborough
Cambridgeshire
United Kingdom
PE2 6FZ

Azets Audit Services is eligible for appointment as auditor of the charity by virtue of its eligibility for appointment as auditor of a company under section 1212 of the Companies Act 2006.

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

STATEMENT OF FINANCIAL ACTIVITIES INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025 £	Designated funds 2025 £	Restricted funds 2025 £	Total 2025 £	Unrestricted funds 2024 £	Designated funds 2024 £	Restricted funds 2024 £	Total 2024 £
Income from:									
Donations and legacies	3	354	-	458	812	1,805	-	1,551	3,356
Charitable activities	5	924,917	-	-	924,917	927,047	-	-	927,047
Other trading activities	4	849,325	-	-	849,325	908,574	-	-	908,574
Investment income	6	10,102	-	-	10,102	13,834	-	-	13,834
Total income		1,784,698	-	458	1,785,156	1,851,260	-	1,551	1,852,811
Expenditure on:									
Charitable activities	7	1,850,370	80,696	5,108	1,936,174	1,812,515	83,830	2,520	1,898,865
Net outgoing resources before transfers		(65,672)	(80,696)	(4,650)	(151,018)	38,745	(83,830)	(969)	(46,054)

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

STATEMENT OF FINANCIAL ACTIVITIES (CONTINUED) INCLUDING INCOME AND EXPENDITURE ACCOUNT

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	Unrestricted funds 2025	Designated funds 2025	Restricted funds 2025	Total 2025	Unrestricted funds 2024	Designated funds 2024	Restricted funds 2024	Total 2024
		£	£	£	£	£	£	£	£
Net outgoing resources before transfers		(65,672)	(80,696)	(4,650)	(151,018)	38,745	(83,830)	(969)	(46,054)
Gross transfers between funds		(7,817)	7,817	-	-	(3,793)	3,793	-	-
Net expenditure for the year/ Net movement in funds		(73,489)	(72,879)	(4,650)	(151,018)	34,952	(80,037)	(969)	(46,054)
Fund balances at 1 January 2025		256,703	734,663	58,457	1,049,823	221,752	814,700	59,426	1,095,878
Fund balances at 31 December 2025		183,214	661,784	53,807	898,805	256,704	734,663	58,457	1,049,824

The statement of financial activities includes all gains and losses recognised in the year. All income and expenditure derive from continuing activities.

The statement of financial activities also complies with the requirements for an income and expenditure account under the Companies Act 2006.

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

CONSOLIDATED BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	2025 £	2024 £	2024 £
Fixed assets					
Intangible assets	**12**		105,627		142,997
Tangible assets	**13**		556,157		591,666
			661,784		734,663
Current assets					
Stocks	**14**	3,566		2,201	
Debtors	**15**	241,886		204,383	
Cash at bank and in hand		508,311		592,275	
		753,763		798,859	
Creditors: amounts falling due within one year	**16**	(516,742)		(477,198)	
Net current assets			237,021		321,661
Total assets less current liabilities			898,805		1,056,324
Creditors: amounts falling due after more than one year	**17**		-		(6,500)
Net assets			898,805		1,049,824
Income funds					
Restricted funds	**19**		53,807		58,457
Designated funds	**22**		661,784		734,663
Unrestricted funds	**23**		183,214		256,704
			898,805		1,049,824

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

CONSOLIDATED BALANCE SHEET (CONTINUED)

AS AT 31 DECEMBER 2025

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025.

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

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

The financial statements were approved by the Trustees on .....,

.....
G Bullivant (Treasurer)
Trustee

.....
N Jinks (Chair)
Trustee

Company Registration No. RC000877

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

BALANCE SHEET

AS AT 31 DECEMBER 2025

	Notes	2025 £	£	2024 £	£
Fixed assets					
Intangible assets	**12**		105,627		142,997
Tangible assets	**13**		556,157		591,666
Investments			100		100
			661,884		734,763
Current assets					
Stocks	**14**	3,566		2,201	
Debtors	**15**	104,453		94,191	
Cash at bank and in hand		508,311		592,275	
		616,330		688,667	
Creditors: amounts falling due within one year	**16**	(379,409)		(367,106)	
Net current assets			236,921		321,561
Total assets less current liabilities			898,805		1,056,324
Creditors: amounts falling due after more than one year	**17**		-		(6,500)
Net assets			898,805		1,049,824
Income funds					
Restricted funds	**19**		53,807		58,457
Designated funds	**22**		661,784		734,663
Unrestricted funds	**23**		183,214		256,704
			898,805		1,049,824

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

BALANCE SHEET (CONTINUED)

AS AT 31 DECEMBER 2025

The company is entitled to the exemption from the audit requirement contained in section 477 of the Companies Act 2006, for the year ended 31 December 2025.

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

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

The financial statements were approved by the Trustees on .....

.....
G Bullivant (Treasurer)
Trustee

.....
N Jinks (Chair)
Trustee

Company Registration No. RC000877

CHARTERED INSTITUTE OF CREDIT MANAGEMENT

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2025

	Notes	2025		2024	
		£	£	£	£
Cash flows from operating activities					
Cash (absorbed by)/generated from operations	**25**		(75,899)		40,818
Investing activities					
Purchase of tangible fixed assets		(7,817)		(3,793)	
Investment income received		10,102		13,834	
Net cash generated from investing activities			2,285		10,041
Financing activities					
Repayment of bank loans		(10,350)		(9,279)	
Payment of obligations under finance leases		-		(1,241)	
Net cash used in financing activities			(10,350)		(10,520)
Net (decrease)/increase in cash and cash equivalents			(83,964)		40,339
Cash and cash equivalents at beginning of year			592,275		551,936
Cash and cash equivalents at end of year			508,311		592,275

1 Accounting policies

Charity information

Chartered Institute of Credit Management is a private company limited by guarantee incorporated in England and Wales. The registered office is 1 Accent Park, Bakewell Road, Orton Southgate, Peterborough, Cambridgeshire, PE2 6XS, United Kingdom.

1.1 Accounting convention

The financial statements have been prepared in accordance with the charity's governing document, the Companies Act 2006 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)". The charity is a Public Benefit Entity as defined by FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

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

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the trustees in furtherance of their charitable objectives.

Restricted funds are subject to specific conditions by donors or grantors as to how they may be used. The purposes and uses of the restricted funds are set out in the notes to the financial statements.

Endowment funds are subject to specific conditions by donors that the capital must be maintained by the charity.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

Legacies are recognised on receipt or otherwise if the charity has been notified of an impending distribution, the amount is known, and receipt is expected. If the amount is not known, the legacy is treated as a contingent asset.

Membership fees received by the charity are recognised on receipt. A provision is made in the accounts for the costs associated with providing a monthly magazine to members for the remaining period of their membership. The element of the membership income that relates to training is recognised when the training is delivered.

1 Accounting policies **(Continued)**

1.5 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement, and the amount of the obligation can be measured reliably.

Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges are allocated on the portion of the asset's use.

All expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with use of resources.
(i) Expenditure by subsidiary includes training & educational services expenditure.
(ii) Services to members expenditure includes membership, examinations, Credit Management magazine, advertising, committee services and publicity expenditure.
(iii) Branch activities include all branch expenditure.
(iv) Benevolent Fund expenditure includes Benevolent Fund grants and scholarships.
(v) Support costs are those incurred in connection with services and administration enabling the day-to-day functioning of the charity.
(vi) Governance costs include relevant legal, trustee, committee and audit expenditure.

1.6 Intangible fixed assets other than goodwill

Intangible assets acquired separately from a business are recognised at cost and are subsequently measured at cost less accumulated amortisation and accumulated impairment losses.

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:

Software development	20% straight line

1.7 Tangible fixed assets

Tangible fixed assets are initially measured at cost and subsequently measured at cost or valuation, net of depreciation and any impairment losses.

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

Freehold land and buildings	2% straight line
Fixtures and fittings	15% straight line
Computers	25% straight line

The gain or loss arising on the disposal of an asset is determined as the difference between the sale proceeds and the carrying value of the asset, and is recognised in the statement of financial activities.

1.8 Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

1 Accounting policies **(Continued)**

1.9 Stocks

Stocks are stated at the lower of cost and estimated selling price less costs to complete and sell. Cost comprises direct materials and, where applicable, direct labour costs and those overheads that have been incurred in bringing the stocks to their present location and condition. Items held for distribution at no or nominal consideration are measured the lower of replacement cost and cost.

Net realisable value is the estimated selling price less all estimated costs of completion and costs to be incurred in marketing, selling and distribution.

1.10 Cash and cash equivalents

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

1.11 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

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

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

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

Basic financial liabilities

Basic financial liabilities, including creditors and bank loans are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of operations from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the charity's contractual obligations expire or are discharged or cancelled.

1 Accounting policies **(Continued)**

1.12 Fund accounting

Unrestricted funds are available to spend on activities that further any of the purposes of the Institute.

Designated funds are unrestricted funds of the Institute which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are donations for which the donor has specified are to be solely used for particular areas of the Institute's work.

2 Critical accounting estimates and judgements

In the application of the charity's accounting policies, the trustees are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

3 Donations and legacies

	Unrestricted funds	Restricted funds	Total	Unrestricted funds	Restricted funds	Total
	2025	2025	2025	2024	2024	2024
	£	£	£	£	£	£
Donations and gifts	354	458	812	1,805	1551	3,356

4 Other trading activities

	Unrestricted funds	Unrestricted funds
	2025	2024
	£	£
CICM (Services) Limited	849,325	908,574

5 Charitable activities

	Total 2025	Total 2024
	£	£
Advertising, subs and royalties	38,412	54,116
Education and examinations	221,508	227,220
Membership subscriptions	658,826	643,911
Other income	6,171	1,800
	924,917	927,047

6 Investment income

	Total	Total
	2025	2024
	£	£
Investments	-	74
Interest receivable	10,102	13,760
	10,102	13,834

7 Charitable activities

	2025 £	2024 £
Expenditure by subsidiary	385,859	381,609
Advertising, subs and royalties	167,794	172,346
Education and examinations	419,787	429,897
Committee services and publicity	237,791	242,378
Benevolent fund	5,108	2,520
	1,216,339	1,228,750
Share of support costs (see note 8)	703,793	656,763
Share of governance costs (see note 8)	16,042	13,352
	1,936,174	1,898,865
Analysis by fund		
Unrestricted funds	1,850,370	1,812,515
Designated funds	80,696	83,830
Restricted funds	5,108	2,520
	1,936,174	1,898,865

8 Support costs

	Support costs £	Governance costs £	2025 £	Support costs £	Governance costs £	2024 £
Depreciation	80,696	-	80,696	83,830	-	83,830
Governance	-	16,042	16,042	-	13,352	13,352
Legal and professional	11,574	-	11,574	15,723	-	15,723
Property expenses	32,481	-	32,481	23,311	-	23,311
Insurance	5,780	-	5,780	5,564	-	5,564
Printing and stationery	7,280	-	7,280	5,960	-	5,960
Postage	6,704	-	6,704	7,597	-	7,597
Telephone & IT	104,560	-	104,560	87,540	-	87,540
Staff costs	422,087	-	422,087	398,346	-	398,346
Staff expenses	23,276	-	23,276	20,193	-	20,193
Other	9,355	-	9,355	8,699	-	8,699
	703,793	16,042	719,835	656,763	13,352	670,115
Analysed between Charitable activities	703,793	16,042	719,835	656,763	13,352	670,115

Governance costs includes payments to the auditors of £10,540 (2024- £10,400) for audit fees.

9 Trustees

A total of £4.596 (2024 - £1,710) was paid to trustees in respect of reimbursed expenses for travel and subsistence when carrying out business on behalf of the Institute. None of the trustees have been paid any remuneration or received any other benefits from any employment within the Institute.

10 Employees

Number of employees

The average monthly number of employees during the year was:

	2025	2024
	Number	Number
	24	24

Employment costs	**2025**	2024
	£	£
Wages and salaries	879,113	851,256
Social security costs	97,920	83,747
Other pension costs	37,161	38,359
	1,014,194	973,362

The number of employees whose annual remuneration was £60,000 or more were:

	2025	2024
	Number	Number
£60,001 - £70,000	1	1
£70,001 - £80,000	-	1
£90,001 - £100,000	1	1

11 Taxation

The Institute is a registered charity and the trustees consider that its income does not fall within the scope of corporation tax.

12 Intangible fixed assets

	Total
	£
Cost	
At 1 January 2025 and 31 December 2025	186,850
Amortisation and impairment	
At 1 January 2025	43,853
Amortisation charged for the year	37,370
At 31 December 2025	81,223
Carrying amount	
At 31 December 2025	105,627
At 31 December 2024	142,997

13 Tangible fixed assets

Group and Charity	Freehold land and buildings	Fixtures and fittings	Computers	Total
	£	£	£	£
Cost				
At 1 January 2025	503,186	176,189	232,734	912,109
Additions	-	-	7,817	7,817
At 31 December 2025	503,186	176,189	240,551	919,926
Depreciation and impairment				
At 1 January 2025	30,068	72,541	217,834	320,443
Depreciation charged in the year	10,064	26,428	6,834	43,326
At 31 December 2025	40,132	98,969	224,668	363,769
Carrying amount				
At 31 December 2025	463,054	77,220	15,883	556,157
At 31 December 2024	473,118	103,648	14,900	591,666

14 Stocks

Group and Charity	2025	2024
	£	£
Finished goods and goods for resale	3,566	2,201

15 Debtors

Group Amounts falling due within one year:	2025 £	2024 £
Trade debtors	86,389	99,756
Prepayments and accrued income	155,497	104,627
	241,886	204,383

Charity Amounts falling due within one year:	2025 £	2024 £
Trade debtors	17,807	30,925
Prepayments and accrued income	86,646	63,266
	104,453	94,191

16 Creditors: amounts falling due within one year

Group	Notes	2025 £	2024 £
Bank loans	18	6,150	10,000
Other taxation and social security		43,481	45,370
Trade creditors		105,409	71,807
Accruals and deferred income		361,702	350,021
		516,742	477,198

Charity	Notes	2025 £	2024 £
Bank loans	18	6,150	10,000
Other taxation and social security		43,481	45,370
Trade creditors		58,233	38,971
Amounts owed to subsidiary undertakings		127,924	121,250
Accruals and deferred income		143,621	151,515
		379,409	367,106

17 Creditors: amounts falling due after more than one year

Group and charity	Notes	2025 £	2024 £
Bank loans	18	-	6,500

18 Loans and overdrafts

Group and charity

	2025	2024
	£	£
Bank loans	6,150	16,500
Payable within one year	6,150	10,000
Payable after one year	-	6,500

19 Restricted funds

The income of the group and charity includes restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 January 2024	Movement in funds: Incoming resources	Movement in funds: Resources expended	Balance at 1 January 2025	Movement in funds: Incoming resources	Movement in funds: Resources expended	Balance at 31 December 2025
	£	£	£	£	£	£	£
Member support fund	56,306	1,551	(2,520)	55,337	458	(5,108)	50,687
Ireland branch	3,120	-	-	3,120	-	-	3,120
	59,426	1,551	(2,520)	58,457	458	(5,108)	53,807

The Member Support Fund was set up by the Institute to provide assistance to members or former members of the Institute, or their dependants, in need, hardship or distress. Applications for assistance are considered by the Member Support Fund Committee which is comprised of four Vice Presidents.

The Ireland branch fund was set up from surplus funds donated by the IICM on its winding up and is ring fenced for development of the Ireland branch of CICM.

20 Designated funds

The income of the group and charity includes the following designated funds which have been set aside out of unrestricted funds by the trustees for specific purposes:

	Balance at 1 January 2024	Resources expended	Transfers	Balance at 1 January 2025	Resources expended	Transfers	Balance at 31 December 2025
	£	£	£	£	£	£	£
Fixed asset fund	814,699	(83,829)	3,793	734,663	(80,696)	7,817	661,784
	814,699	(83,829)	3,793	734,663	(80,696)	7,817	661,784

20 Designated funds **(Continued)**

The fixed asset fund has been set up to assist in identifying those funds that are not free funds and it represents the net book value of tangible assets.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 DECEMBER 2025

21 Analysis of net assets between funds

Group and charity

	Unrestricted 2025	**Designated 2025**	**Restricted 2025**	**Total 2025**	Unrestricted 2024	Designated 2024	Restricted 2024	Total 2024
	£	**£**	**£**	**£**	£	£	£	£
Fund balances at 31 December 2025 are represented by:								
Intangible fixed assets	-	105,627	-	105,627	-	142,997	-	142,997
Tangible assets	-	556,157	-	556,157	-	591,666	-	591,666
Current assets/(liabilities)	183,214	-	53,807	237,021	263,204	-	58,457	321,661
Long term liabilities	-	-	-	-	(6,500)	-	-	(6,500)
	183,214	661,784	53,807	898,805	256,704	734,663	58,457	1,049,824

22 Operating lease commitments

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

	2025	2024
	£	£
Within one year	5,601	5,601
Between two and five years	3,938	9,539
	9,539	15,140

23 Related party transactions

Remuneration of key management personnel

The remuneration of key management personnel was as follows:

	2025	2024
	£	£
Aggregate compensation	337,616	333,864

Key management personnel consists of 5 employees (2024 - 5) on average throughout the year.

The trustees are elected from the members of the charity. They therefore have transactions with the charity in the normal course of the charity's business, including membership fees and participation in training. These transactions are on the same terms as for other members.

During the year a donation totalling £Nil (2024: £2,878) was received from Coltman Warner Cranston LLP, an entity in which a Trustee has an interest.

24 Subsidiaries

These financial statements are consolidated charity financial statements for Chartered Institute of Credit Management and its subsidiary.

Details of the charity's subsidiaries at 31 December 2025 are as follows:

Name of undertaking	Registered office	Nature of business	Class of shares held	% Held Direct	% Held Indirect
CICM (Services) Limited	UK	Educational courses and training	Ordinary	100.00	

25 Cash generated from operations

	2025	2024
	£	£
Deficit for the year	(151,018)	(46,054)
Adjustments for:		
Investment income recognised in statement of financial activities	(10,102)	(13,834)
Depreciation and impairment of tangible fixed assets	80,696	83,830
Movements in working capital:		
(Increase)/decrease in stocks	(1,366)	1,340
(Increase)/decrease in debtors	(37,503)	3,445
Increase in creditors	43,394	12,091
Cash (absorbed by)/generated from operations	(75,899)	40,818

26 Analysis of changes in net funds

	Notes	At 1 January 2025	Cash flows	At 31 December 2025
		£	£	£
Cash at bank and in hand		592,275	(83,964)	508,311
Loans falling due within one year	20	(10,000)	3,850	(6,150)
Loans falling due after more than one year	20	(6,500)	6,500	-
Obligations under finance leases	21	-	-	-
		575,775	(73,614)	502,161