

Overview of the role

The broad purpose of this occupation is to protect cash flow, collect cash and facilitate wider business activity.

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Standard in development

L3: Senior credit controller and debt collection specialist

Version 1.1

Title of occupation

Senior credit controller and debt collection specialist

UOS reference number

ST0175

Core and options

Yes

All Credit risk analyst Advanced credit controller/debt collection specialist Senior enforcement agent

Option title/s

Credit risk analyst

Advanced credit controller/debt collection specialist

Senior enforcement agent

Level of occupation

Level 3

Occupational maps data

Route: Legal, finance and accounting

Pathway: Financial

Cluster: Financial Services Administrator

Typical duration of apprenticeship

18 months

Target date for approval

01/01/0001

Resubmission

No

Would your proposed apprenticeship standard replace an existing framework?

No

Does professional recognition exist for the occupation?

Yes

Regulated occupation

Is this a statutory regulated occupation?

No

Occupation summary

Credit control and debt collection is a dynamic function and given the importance of the occupation to the success and survival of businesses, roles are central to many operations, typically setting policies, facilitating sales, managing financial risk and customer relationships.

The size of teams depends on the nature of the organisation and can vary from a single, experienced credit manager for a business to large teams of over 50 credit controllers, debt collection or enforcement specialists in organisations such as banks, utilities companies and government departments. Some operations specialise in debt collection, debt purchase or

other allied services such as enforcement to provide third-party services for other organisations.

The broad purpose of this occupation is to protect cash flow, collect cash and facilitate wider business activity. This involves decisions about whether to offer credit to a customer and or the management of the debts of existing customers and collecting cash. The priority for organisations is to maximise financial returns and ensure a positive impact on the Profit and Loss Statement while achieving good customer outcomes.

Typically work for Senior credit controllers and or Debt collection specialists involves proactive, complex interaction with individual or business customers who are high risk for reasons such as having multiple debts, consistently reaching credit limits or breaching credit agreements by missing repayments. Employees in these roles would be expected to minimise and or recover bad debts while retaining positive sustained customer relationships.

In addition, there are specialised credit risk and enforcement roles which support the occupation by advising on credit risk and recovering debt.

In their daily work Senior credit controllers and or Debt collection specialists could interact with internal and external customers, both businesses and or members of the public. Depending on the organisation, this might include interaction with:

- External customers such as finance departments and or individuals
- Sales advisers or manager
- Customer service advisers or manager
- Complaints department
- Accountant or billing manager
- Legal advisors
- Compliance managers
- Money and debt advice organisations
- Emergency services.

There are 3 specialist occupations which an employee could select:

Credit risk analysts liaise with other areas of the disputes and customer complaints.

Senior credit controller or debt collection specialist. Senior credit controllers have significant responsibility and manage high value business accounts, working closely with sales and finance managers to make credit decisions, ensure payment to terms and collect outstanding debt.

Debt collection specialists focus on overdue, late or unpaid money owed to an organisation, typically supervising consumer collection teams who interact with high volumes of individual customers, including those in vulnerable circumstance. Senior collection specialists advise on complex or key account issues and give expert support, including referral to specialist colleagues or agencies, to find a clear path to payment for those facing financial difficulty that minimises risks of overdues or bad debts.

Senior enforcement agents recover debt for an organisation through practice of removal and sale of goods to recoup monies owed.

Senior Credit Controllers and Debt Collection Specialists tend to report directly to a manager or Financial Director in the case of small organisations.

With the exception of enforcement, roles are primarily office-based, often working in a finance department and or shared service centre environment. Communication tends to be by phone and email. Advanced Credit Controllers may also be involved in customer visits, typically with the credit manager and or sales manager.

Enforcement work is primarily out of the office, typically visiting enforcement debtors at their home or business to take control of goods.

Roles are typically fast-paced and target driven, requiring analytical, technical, interpersonal and team-working skills.

Skilled practitioners use commercial awareness and understanding of the business environment to enhance the competitive advantage of an organisation and mitigate adverse effects. The skill requires knowledge of organisational strategic vision, mission and values, policies and procedures, products and services, customer and stakeholder behaviour and risk, professional standards and legal and regulatory requirements.

The aim is for decision-making which aligns with organisational strategy and full compliance with regulations, policies and procedures.

Credit management and debt recovery are rewarding career choices for self-motivated and enthusiastic individuals who would enjoy a varied role working at the centre of operations.

Individuals who advance the fastest to senior roles have business and regulatory acumen and financial and data analytical skills. They are adept at problem-solving and negotiation and influencing and use strong communication and relationship building skills and customer or client insight to maximise commercial opportunities and mitigate risks. They are innovative leaders and have a passion for learning and drive for results.

Typical job titles

Collections team leader Credit controller Credit risk analyst Debt collection specialist Debt recovery specialist Enforcement agent

Are there any statutory/regulatory or other typical entry requirements?

Yes

Entry requirements

Apprentices choosing the enforcement agent specialism are required to have passed a regulated Level 2 qualification in Taking Control of Goods.

Core occupation duties

Duty**KSBs****Duty**

1 Proactively engage with internal or external stakeholders on complex case or customer issues, for example multiple debts, vulnerability, consistently reaching credit limits, breaching agreements by missing repayments or high risk enforcement cases.

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K30 K31 K33 K34
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16
B1 B2 B3 B4 B5

Duty 2 Work with internal and external customers to manage cashflow, control risks and capitalise on opportunities by assessing customer affordability and identifying vulnerability or negotiating a range of debt management, payment or funding

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16
B1 B2 B3 B4 B5

Duty**KSBs**

arrangements
while
achieving
good
customer
outcomes.

Duty 3 Work
closely with
business
clients or
individuals to
resolve credit
management,
debt recovery
or
enforcement
issues.

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16
B1 B2 B3 B4 B5

Duty 4 Develop and
manage
complex and
sensitive
customer
relations, for
example
regarding
multiple
queries,
complaints or
objection
handling.

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16
B1 B2 B3 B4 B5

Duty 5 Manage and
make
decisions on
risks related to
complex
credit, debt or
enforcement
related issues
in line with
organisational,

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K23 K24 K25 K26
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S21 S22 S23 S24 S25 S26
B1 B2 B3 B4 B5

Duty**KSBs**

legal and regulatory requirements.

Duty

6 Achieve individual work objectives and take the initiative when meeting challenging individual and team performance targets, in line with organisational, legal and regulatory requirements.

K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K23 K24 K25 K26 K29
S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S21 S22 S23 S24 S25 S26
B1 B2 B3 B4 B5

Duty 7 Use a wide range of systems, tools and processes to track, monitor, record and process complex credit management, debt recovery or enforcement cases.

K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K23 K24 K25 K26 K29
S1 S2 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S21 S22 S23 S24 S25 S26
B1 B2 B3 B4 B5

Duty

8 Motivate the team and collaborate with stakeholders across the

K2 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20
S1 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S20 S21 S22 S23 S24 S25 S26
B1 B2 B3 B4 B5

Duty**KSBs**

organisation to contribute to effective service and organisational performance.

Duty 9 Keep up to date with relevant regulatory, legal and policy changes within the industry and organisation.

K3 K4 K5 K9 K10 K11 K12 K13 K14 K15 K16 K19 K20 K21 K23 K24 K25 K26
 S6 S7 S12 S17 S18 S19 S20 S21 S22 S23 S24 S25 S26
 B1 B2 B3

Duty 10 Identify opportunities to improve own and business work practices and take ownership for implementing specific changes.

K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K22 K23 K24 K25 K26
 S6 S9 S10 S11 S12 S14 S17 S18 S19 S20 S21 S22 S23 S24 S25 S26
 B1 B2 B3 B5

Duty 11 Support others in their development through mentoring and coaching.

K1 K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K22 K23 K24
 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S21 S22 S23 S24
 B1 B2 B3 B4 B5

Option duties**Credit risk analyst duties**

Duty	KSBs
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Duty 12 Advise on credit policy and make decisions on credit limits and complex or non-routine credit arrangements.	K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K23 K24 K25 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S21 B1 B2 B3 B4 B5
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Duty 13 Analyse data to identify trends in portfolio performance, review credit decisions and make recommendations for change.	K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K23 K24 K25 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S22 B1 B2 B3 B4 B5
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Advanced credit controller/debt collection specialist duties

Duty	KSBs
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Duty 14 Advise on complex or key account issues and give expert support to find a clear path to payment or resolution for either: corporate business accounts; individual customers; or third parties, for example debt collection agencies.	K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K26 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S23 B1 B2 B3 B4 B5
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Duty 15 Ensure compliance with collections policies, regulatory	K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21 K26 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S24 B1 B2 B3 B4 B5
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Duty	KSBs
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requirements and performance measures.

Senior enforcement agent duties

Duty	KSBs
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Duty

16 Manage the recovery of debt through the enforcement of writs, warrants, liability orders or demands for non-payment using the Taking Control of Goods procedure, in line with the National Standards and regulatory requirements.

K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21
 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S25 S26
 B1 B2 B3 B4 B5

Duty

17 Remove and sell controlled goods using the Taking Control of Goods Procedure.

K2 K3 K4 K5 K6 K7 K8 K9 K10 K11 K12 K13 K14 K15 K16 K17 K18 K19 K20 K21
 S1 S2 S3 S4 S5 S6 S7 S8 S9 S10 S11 S12 S13 S14 S15 S16 S17 S18 S19 S20 S25 S26
 B1 B2 B3 B4 B5

KSBs

Knowledge

- K1:** Fundamentals of credit management, debt recovery or enforcement.
- K2:** The end-to-end customer journey and processes to resolve credit management and debt collection issues.
- K3:** Organisational objectives and professional and regulatory standards of credit management, debt recovery or enforcement work such as Financial Conduct Authority regulations and how these influence their approach.
- K4:** Technical and organisational knowledge of products and services to support customers, increase business and leverage payment.
- K5:** The environmental, social and governance requirements of their organisation and the benefits of achieving sustainability in their area of work.
- K6:** The impact of credit management or debt collection on cashflow management.
- K7:** How the credit management or debt collection function supports the wider business delivery.
- K8:** Techniques to manage client relationships including high-risk clients who are vulnerable or have multiple debts.
- K9:** Professional and organisational standards or guidance for the fair treatment of customers and support of those in vulnerable circumstances.
- K10:** Techniques and procedures to deal with customer objections, issues and complaints, including how to collaborate with other areas of business.
- K11:** Implications of legal and regulatory requirements on the organisation, such as data protection, and sector regulations, for example Financial Conduct Authority and Taking Control of Goods regulations.
- K12:** The commercial context of their work and how this influences priorities and decision-making.
- K13:** Organisational policies and methods to ensure compliance and consistent decision making.
- K14:** Support and influencing techniques, including how to identify vulnerability and deal with it.
- K15:** Principles used to identify high risk accounts and the strategies that can be applied to resolve high risk account issues.
- K16:** Systems, tools, and processes used, such as digital technology and data analytics, and their secure and ethical use.
- K17:** The different areas of the organisation they work with and why they interact with them.
- K18:** Principles of team-working, including techniques to build and maintain working relationships.
- K19:** Key data and performance reports that drive self and team target adherence and improvement.

K20: Principles and policies of equity, diversity and inclusion in the workplace and their impact on the organisation and customers.

K21: Use of professional standards to improve own working practices and those of others.

K22: Additional criteria about coaching to be added XXXXXXXX

K23: The business environment and trends related to credit risk.

K24: Regulatory requirements and organisational policies and procedures which provide the framework for assessing credit risk, including specialist digital tools and searches.

K25: Principles of trend analysis and credit risk strategies.

K26: Regulatory and technical requirements and organisational policies and procedures that apply to credit management or debt collection, including debt recovery options available, both internal and external, for example legal proceedings.

K27: Credit strategy and the end-to-end customer journey.

K28: The business environment related to credit risk, including contractual information, commercial arrangements, and company accounts.

K29: Regulatory and technical requirements and organisational policies and procedures that apply to debt collections.

K30: Recognised call or assessment frameworks to identify potential customer account issues or vulnerability.

K31: For corporate business accounts: The business environment related to collections risk, including contractual information and commercial arrangements.

K32: For individual customers: consumer issues, such as vulnerability, financial difficulty or distress, and methods to assess affordability and ability to pay including income and expenditure information.

K33: The legal and regulatory requirements and organisational policies and procedures that provide the framework for debt recovery.

K34: The trigger points for recovery action.

K35: The debt recovery options available, both internal and external, including legal proceedings.

K36: Enforcement regulatory and legal requirements including Taking Control of Goods rules and regulations.

K37: Relative merits of each of the four ways of Taking Control of Goods : secure goods on premises where found; secure on highway where they are found or within a reasonable distance; remove and secure elsewhere; enter into a controlled goods agreement with debtor.

K38: Organisational policies and procedures, including how to identify and handle situations where minors and debtors who might be vulnerable are involved.

Skills

S1: Engage with stakeholders on accounts, for example to resolve issues, leverage payment, support business growth.

S2: Negotiate good credit management or debt collection outcomes, in line with organisational policies.

S3: Use questioning techniques to acquire information from customers to understand the customer's financial situation or specialist needs or requirements and develop acceptable solutions, adapting communication style to suit audience.

S4: Identify, defuse and resolve account issues which have multiple strands or involve sensitive situations, such as critical business accounts or vulnerable customers.

S5: Develop strong, positive and sustained relationships with stakeholders, recognising the business context of relationships and their importance to the organisation, while dealing with a challenging situation.

S6: Comply with relevant governance, policies and procedures.

S7: Follow the environmental, social and governance requirements of their organisation.

S8: Take ownership of work through to resolution, re-negotiating or escalating when required.

S9: Make evidence-based decisions on credit and debt cases.

S10: Use management information tools to identify emerging risks, prioritise high risk accounts and plan workload.

S11: Complete actions in a reliable and timely way in line with organisation policy, values and standards.

S12: Make ethical and secure use of systems, tools and processes including digital technology and data analytics to deliver services to customers.

S13: Select credit management or debt collection strategies to resolve issues.

S14: Use key data and performance reports and team leadership or team working techniques to support the achievement of credit management and debt collection outcomes.

S15: Collaborate with own team and stakeholders to build and maintain relationships.

S16: Communicate with own team and stakeholders, verbally and in writing.

S17: Review own business working practices to identify areas for improvement.

S18: Facilitate changes to working practices.

S19: Use feedback to identify areas for personal development.

S20: Plan and undertake continuing professional development (CPD) and support the development of others.

S21: Review and analyse customer applications, seeking additional financial and non-financial information when required, and assisting with the reporting of credit checks and credit limits.

S22: Analyse customer credit risk and develop strategies, making evidence-based decisions on credit limits in line with regulatory and organisational requirements.

S23: Advise on account issues and give expert support, including referral to specialist colleagues or agencies, to find a clear path to payment/resolution for those facing financial difficulty that minimises risks of overdues or bad debts for either: Corporate business accounts; individual customers; or third parties, for example debt collection agencies, debt advice agencies.

S24: Support consistent decision-making, practice and compliance with policies, regulatory requirements, and procedures by challenging any inaccuracies in customer or debt data, monitoring performance measures and advising colleagues, third party suppliers and the wider business within your remit.

S25: Remove controlled goods in line with organisational, legal and regulatory requirements, including the National Standards

S26: Sell controlled goods in line with organisational, legal and regulatory requirements, including Taking Control of Goods National Standards.

Behaviours

B1: Is future-focused by being risk-aware, inquiring and inquisitive about improvement ideas.

B2: Is resolute in taking responsibility for achieving goals and adapting to changing business needs and work demands.

B3: Acts with integrity and applies an ethical approach in their dealings with others, including supporting an inclusive culture and treating colleagues and external stakeholders fairly and with respect.

B4: Is flexible, enthusiastic and resilient, staying positive when under pressure.

B5: Is collaborative and works effectively with colleagues and external stakeholders, supporting others when setbacks occur.

Qualifications

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment. For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Does the apprenticeship need to include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

Yes

Professional recognition

This standard aligns with the following professional recognition:

- Chartered Institute of Credit Management (CICM) for Level 3

Consultation

The trailblazer group is representative of the sector with membership from employers from across each of the five options. The wide trailblazer membership has allowed the revision to incorporate feedback from employers across the sector.

The revised standard and EPA plan has been shared with the trailblazer group who are all supportive of the revisions.

Progression Routes

Level 3 Compliance and Risk Officer Level 3 Senior Financial Services Customer Adviser (Team leadership option) Level 3 Debt Adviser Level 3 Paralegal Level 6 Senior Compliance and Risk Specialist Level 6 Financial Services Professional - Operations

Supporting uploads

Mandatory qualification uploads

Mandated degree evidence uploads

Professional body confirmation uploads

Involved employers

Act Credit, Addleshaw Goddard LLP, Adecco Group, Arc (Europe) Ltd, Arvato Financial Solutions, Cabinet Office, Crystal Collections, Ford Retail, Freeths LLP, G2V, Hyster-Yale Group, Intrum, Lloyds Bank, Lowell Group, Credit Limits International Ltd, McKesson UK, OSB Group, Valor Hospitality Europe Ltd, Westcon Group European Operations, Wilson and Roe

Subject sector area

15.1 Accounting and finance