



HM Treasury, 1 Horse Guards Road, London, SW1A 2HQ

Lord Carlile of Berriew CBE KC
Northern Ireland Scrutiny Committee
House of Lords
London
SW1A 0PW

January 2026

Dear Lord Carlile,

Thank you for your letter of 11 December 2025, seeking further information in respect of my response to Lord Empey's written question (HL122280), about the Trader Support Service (TSS) satisfaction scores.

The Government remains committed to supporting businesses to move goods between GB and NI and the TSS is a critical part of this support. As you will be aware, last month HMRC confirmed that following a competitive procurement exercise, Netcompany has been selected to provide the next phase of the service from 2026 onwards. HMRC is working closely with its partners to ensure a smooth transition from Fujitsu to Netcompany over the course of 2026. Regular updates will be provided to businesses during the transition period.

HMRC is also committed to gathering user feedback and acting on it. The Government is engaging closely with businesses and organisations such as the Federation of Small Businesses (FSB), to ensure their perspectives are taken into consideration. Feedback received from stakeholders is important as it supports service improvement and provides valuable direction for the next iteration of the TSS. The next phase of the TSS provides an opportunity for HMRC and Netcompany to consider user needs, all in the context of ensuring value for money and wider technical and strategic priorities.

On 16 December 2025, the Government also published its response to Lord Murphy's Independent Review of the Windsor Framework, accepting all of the recommendations including the call from businesses for an enhanced 'one stop shop' service, and this supports other elements of the Government's Windsor Framework support offer including the next phase of the TSS.

Having reviewed the data provided in your letter alongside the referenced FSB NI report and methodology, I have set out below the Government's response to the questions raised.

1. When and how were respondents asked to complete the survey?

The TSS survey is issued via multiple channels and under different conditions:

- i. Feedback is requested via a survey email upon resolution of a case following support interaction (once per month per supply chain partner within Fujitsu's consortium).
- ii. Feedback is requested on behalf of a trader upon resolution of a case via an outbound telephone call (once per month per support partner).
- iii. An automated touch pad survey is offered at the end of every inbound telephone call to the TSS.
- iv. An automatic survey is issued via email once per month when: (a) the status of a goods movement changes to authorised, for Entry Summary declarations or post authorisation for transit routes; (b) the status changes to 'arrived' for full frontier declarations, which includes simplified frontier declarations and pre-movement IMMIs, for goods transported via Air or Maritime; and (c) the status of a supplementary declaration changes to 'closed'.

2. What was the response rate and how many responses underpin the figure? What proportion of responses are from unique respondents?

For the 2024 calendar year, 107,990 surveys were issued with 12,095 completed. Of the data available, 69% of the completed responses were from unique respondents.

3. What questions were asked and what response options were available?

The survey asked users to rate their experience in several areas:

- Professionalism
- Ability to resolve requests
- Likelihood to recommend the service
- Portal usability
- Quality of self-service information
- Ability to complete actions without assistance.

Most questions used a numeric scale from 1 (poor/difficult/very unlikely), to 4 (excellent/easy/very likely). There were also free-text questions for additional comments.

4. How many total and unique uses of the Trader Support Service were there in the period to which the figure relates?

HMRC published statistics showing the summary of movements of goods into NI from GB in 2024 on 17 July 2025. This showed that TSS supported 10,400 businesses to complete 1.33 million customs declarations. The number of unique traders who in 2024 had a declaration created against their account was 19,304.

5. What were the scores for each measure?

Based on the response options ranging from 1 to 4, the survey results and scores for each measure are as follows:

- Courtesy and professionalism: 3.92
- Ability to resolve or support requests: 3.87
- Likelihood to recommend the service: 3.83
- Portal usability: 3.06
- Quality of self-service information: 3.13
- Ability to complete actions without assistance: 2.88

These figures reflect the average scores for each area measured in the survey. In respect to the scores for 'ability to complete actions without assistance', steps are already being taken to act on this feedback aiming to improve customer self-sufficiency including specific criteria around qualifying and utilising the Assisted Completion Service with the aim to educate customers to self-serve when completing customs declarations, as well as continuous improvements made to guidance.

6. What are the known characteristics of the respondents (e.g. locations, industries, sizes, etc.)? How does the satisfaction score change depending on respondent characteristics?

Our analysis indicates that respondents were located across Great Britain, Northern Ireland, Isle of Man and Ireland, as well as eight other European countries and the United States. In total, 13 industries were represented, including an 'Other' category. The surveys indicated that the Telecommunications, Fast Parcel Operator, and Manufacturing & Production industries ranked as having the highest combined scores.

Across the respondent characteristics, our data shows that the satisfaction scores were closely aligned, differing by only a few percentage points. This indicates minimal variation and consistency across the locations and industries measured. Therefore, further analysis has not been done on the basis of each characteristic, but if variations were to appear in future survey results this is something we may investigate further.

FSB Report and methodology:

It is important to note that the methodology used as a basis for the FSB report is different from how TSS compiles 'customer satisfaction' scores and we are not able to directly compare populations. The survey was promoted through FSB networks and social media and was therefore self-selected. As the report itself acknowledges, this may result in percentages being overstated and findings not being representative of the wider business population.

I hope this response is helpful.

Yours sincerely,

Spencer Livermore

FINANCIAL SECRETARY TO THE TREASURY