



Annual Report
2014/15

Mission Statement

“To promote fulfilling lifestyles by providing sport and leisure opportunities”

We will achieve this by:

- Promoting, encouraging and developing sport and leisure opportunities for all members.
- Increasing participation and the opportunity to participate in sports and leisure activities at all levels.
- Maintaining a rigorous process of review of the quality and relevance of the opportunities offered to members.
- Providing advice, guidance, training, support, leadership and encouragement to our volunteers and affiliated bodies.
- Managing and utilising our available resources with care and diligence to both protect the future of the organisation and to act as an enabler to current priorities.
- Supporting employers in the achievement of their goals by adding value and enhancing the work life balance, health and wellbeing of their staff.





Chief Executive's Welcome



2014 was a positive year for CSSC despite being under threat from cuts in public spending and a civil service-wide review of special leave with pay for sports events. I am particularly pleased to report that the CSSC Group achieved an operational surplus in both 2013 and 2014, something that had not been achieved for many years. Recruitment of new members was 19% up on prior year and this encouraging performance was a major factor in our income being better than planned. Membership losses have slowed with the overall result being that total membership remained stable for the first time during the last twelve years (with the exception of 2010).

Our volunteers contributed enormously to the success of our Annual Conference, leading on a wide range of Best Practice Sessions covering a variety of topics from the role of the Regional Treasurer to how to recognise good quality. A good deal of information was exchanged through these

helpful sessions, which were aimed at celebrating the great work that CSSC volunteers do on a daily basis. Sharing and celebrating success can be truly transformational.

Our Volunteer Support Team has continued to work to build partnerships with our volunteers, working together to further our strong social purpose. Our volunteers demonstrated resilience, yet again, in delivering a wide range of events and services and we are most grateful for their invaluable contribution to CSSC.

During the year ahead we face political and economic uncertainty with public finances tightening further despite some signs of economic recovery. However, CSSC has a robust financial model which will deliver sustainability over the long term, with our subsidiary company, SLG, projecting a healthy return on investment from 2017 onwards.

We must continue to respond to the needs and aspirations of our existing and potential members if we are to stay relevant and serve them effectively. Our latest members' survey has revealed that our members would like to see a range of new benefits included in their membership package and we have recognised that more needs to be done to add to and refresh our product offering. To help us achieve this, a Member Benefits Manager is being recruited to drive new product development. A root and branch review of our product offering is planned with the aim of revitalising our member benefits package at local, regional and national levels.

“We must continue to respond to the needs and aspirations of our existing and potential members if we are to stay relevant and serve them effectively.”

Recognising that there is still plenty of scope to increase membership within the

civil service and the wider public sector, we are strengthening our national recruitment team. We have created two new posts, which will operate in London and the North West to ensure that we maximise the recruitment opportunities in these locations where there is a particularly high concentration of potential members.

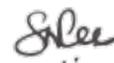
Provision of sport is an important part of our offering and in 2015 we are developing the ideas and recommendations from the national sports review which started in 2014. These include

funding for new sports, encouraging greater female participation in physical activity and creating partnerships with local authorities to encourage members to be more physically active. The national Taster Day initiative that was rolled out in 2014 will be further

developed in 2015 across the UK so that members can benefit from a consistent and fair offering no matter where they are based.

This year, the Board will oversee the creation of a new Strategic Plan to take us forward from 2016 to 2018. We will be sharing the draft strategic tasks with attendees at this year's Annual Conference and giving them a chance to provide feedback and comment on a draft outline of the Strategic Plan, demonstrating our commitment to consulting with our volunteers on key issues.

We have a dedicated team at CSSC both in our volunteer community and at Head Office and we must continue to work closely in partnership so that we can move forward together as One CSSC.



Simon Lee
Chief Executive

Introducing the Board and Committees

● CSSC Board

- Strategic responsibility for the formulation of policy and oversight of CSSC's conduct and business.
- Day to day management and operations are the responsibility of the Chief Executive and his team.
- Meets 3 times a year; business includes formulating and overseeing the delivery of the Strategic Plan, management of risk, governance, terms of membership, approval of the annual accounts and operational plan.
- Consists of 12 elected Board members and the Officers (ie the Chairman, the Honorary Treasurer and three Vice Chairmen). They are all members of either the Resources Committee or the Sports & Leisure Committee. Board members' term of office is 4 years and they can offer themselves for one further 4-year term.
- The Chief Executive is also a member of the Board.

Chairman

Robert Devereux

Vice Chairmen

Roy Alder

James Street

John Whittaker

Hon Treasurer

Brian Glicksman

Chief Executive

Simon Lee

Elected Members

Clive Arnold

John Fairs

Liane Farrer

Stuart Fraser

Audrey Haskell

Annie Jackson

Mark Jeffreys

Rob Stephens

Paul Stubbs

Tony Tate

Bob Trainer

Stan Wilde

Hon Legal Adviser

Marilynne Morgan

● Resources Committee

- Oversees CSSC's income, preparation of budgets and monitors compliance.
- Oversees finances of CSSC's constituent bodies, proposes affiliate grant and member subscription rates and approves the acquisition and disposal of property.

Chairman

John Whittaker

Hon Treasurer

Brian Glicksman

Elected Members

Clive Arnold

Stuart Fraser

Rob Stephens

Paul Stubbs

Bob Trainer

Stan Wilde

● Sports & Leisure Committee

- Sets policy for sport and leisure activities to ensure the provision of high standard competitive and recreational events.
- Oversees national sports and leisure activities organised or facilitated by CSSC, including event management, marketing, sports and volunteer development.

Chairman

Roy Alder

Vice Chairman

James Street

Elected Members

John Fairs

Liane Farrer

Audrey Haskell

Annie Jackson

Mark Jeffreys

Tony Tate

● Investment Committee

- Oversees CSSC's investments.

Chairman

Brian Glicksman

Elected Member

Paul Stubbs

● Audit Committee

- Oversees the processes for audit, accounts and internal control of all companies in the CSSC Group.

Chairman

Brian Glicksman

External Member

Ian Haldenby

Elected Member

Rob Stephens

Chair CSSCP

Richard Wallace

Chair SLG

Richard Simpson

● Volunteer Committee

- Develops, oversees and monitors guidance for volunteers and structures within CSSC to support and encourage them.
- Develops schemes and mechanisms to value, recognize and reward volunteers for the contribution they make to CSSC.

Chairman

James Street

Elected Members

Clive Arnold

Mark Jeffreys

Tony Tate

Non-elected Members

Anne Grikitis

Pete James

● Discipline & Complaints Committee

- Reviews complaints and grievances and determines their outcome.

Chairman

Richard Wallace

Elected Members

Tony Tate
Paul Stubbs

● Appointments Committee

- Recommends the appointment of Officers.
- Oversees the Board elections.

Chairman

Marilynne Morgan

Members

John Whittaker
Simon Lee

Elected Member

Stuart Fraser

External Members

Mike Bailey
David Brooker

● Current Working Groups

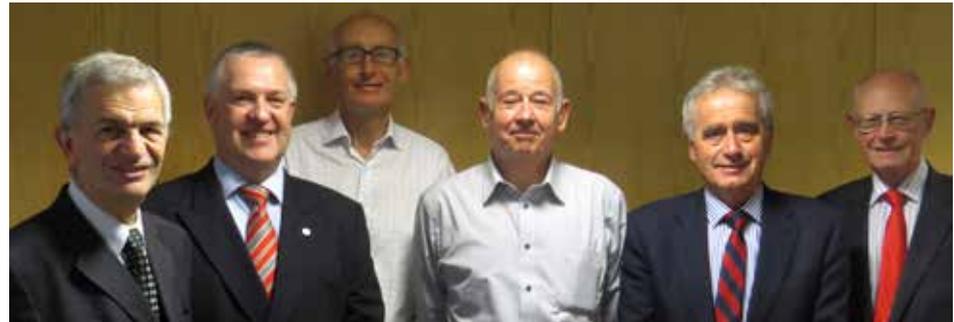
Strategic Plan

Oversight Group

John Whittaker
James Street
Rob Stephens
Liane Farrer

Equality & Diversity

Audrey Haskell
Tony Tate



Resources Committee [L-R] Brian Glicksman, Paul Stubbs, Stuart Fraser, Stan Wilde, John Whittaker, Rob Stephens (not present: Bob Trainer and Clive Arnold)



Sports & Leisure Committee [L-R] Roy Alder, John Fairs, Audrey Haskell, Tony Tate, Mark Jeffreys (not present: Liane Farrer, Annie Jackson and James Street)

Membership

Membership Recruitment

2014 was a good year for recruitment of new members, which was 19% up on 2013. The Membership Recruitment Team recruited 65% more members than in 2013 (5,035 new members), which increased their sales contribution to 36% of total membership recruitment. Their efforts were underpinned by an excellent product range including the member discounts, English Heritage and sports subsidies, and by recruitment visits to non-departmental public bodies who haven't traditionally had the exposure to CSSC's benefits. In 2015 the recruitment of sales executives in London and the North West will further improve our recruitment performance.

Public Sector

Public sector membership has shown a moderate increase from 712 new members recruited in 2013 to 1,067 in 2014. This continues to show progression mainly within

local councils and the NHS but illustrates the fact that the civil service remains our top priority for membership recruitment. In 2014 we recruited new members within local councils in TWN, Telford, East Kent and Plymouth, assisted by links being developed with local area associations.

Member Incentives

Our member incentive schemes, namely Member Get Member and Linked Membership, continued to support the growth of our membership with 4,909 recruits over the past 12 months, of which 1,267 were linked members. CSSC's Linked Membership scheme currently allows members to link up to three adult friends or family members to their membership and at the time of writing the Board is planning to review the number of members who can be linked.

The £10 incentive introduced in 2013 continued to encourage our members to recruit colleagues, family and friends, with a positive growth of 22% on 2013.

Membership Retention

In line with the membership retention strategy, a full review of our customer journey and membership related communications has been conducted and a process developed to ensure that all communications in regard to membership joining, payment and cancellation are both coordinated and timely. In order to guide future retention strategy a number of surveys have been conducted, including an ongoing cancellation survey that has been helpful in gaining a better understanding of the reasons behind CSSC membership cancellations.

“2014 was a good year for recruitment of new members, which was 19% up on 2013.”

Understanding Members' Needs

The results from the 2013 members' survey contained information that has helped guide strategy on a national, regional and area level. Regions were presented with regional and local headline data from the national survey alongside a summary of all member suggestions for additional sports and leisure activities. This is helping to monitor customer satisfaction levels and guide the regional event calendar. A follow-up survey has taken place in 2015.

Communication

Our communications strategy ensures that we deliver integrated, coordinated and targeted messages to our members.

The number of member email addresses we hold has continued to grow and is up by almost 4% on 2013, totalling just over 84,000 records. As email is our members'

preferred channel of communication, our objective to grow and update our members' contact details remains a priority.

Our member magazine, Leisure Scene, is now received electronically by the majority of our members. Taking this into account, CSSC introduced a new format in 2015 to ensure that the digital version is fully optimised. Regular features in the magazine include our latest news, benefits and activities, as well as the diversity of talent amongst our members and volunteers.

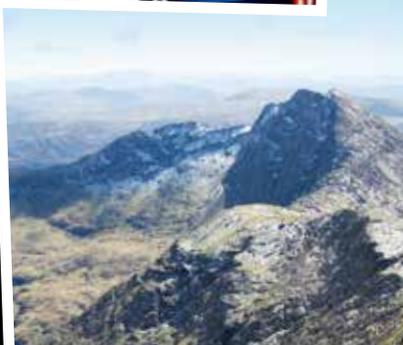
The redevelopment of the CSSC website has continued throughout 2014. A cross-section of volunteers have provided helpful input into this process and have been involved in the testing phase. Feedback has been positive and the new design, user-friendly navigation and increased functionality have been welcomed. Visitor numbers on our current website have been maintained

with an increase of 8% in unique visitors.

Our national social media accounts have grown vastly with an increase in 2014 of 24% in likes on Facebook and 71% with regard to followers on Twitter. Both regions and areas have been encouraged to engage locally through this channel of communication and uptake has been steady with 10% of regions/areas now maintaining their own Facebook and Twitter accounts.

CSSC Brand update

In 2014 we refreshed one of our most valued assets, our corporate logo. We further introduced sub-branded logos for all regions, areas and sports. To ensure consistent usage, a set of brand guidelines was developed and is available on the website.



Member Offering

Sport, Leisure, Competitions and Developing Sport

CSSC provides a wide range of sporting events and leisure opportunities for its members. Sport is a key part of CSSC's tradition and heritage and this last 12 months has seen it develop even further. Sport is organised at a local, regional and national level and ranges from the traditional sports like netball, football, angling, and darts to events like surf camps and badminton camps. CSSC aims to cater for all abilities and all tastes and as such there should be something for everyone.

In recognition of the important role sport has in CSSC we have carried out considerable research, and moving forward in the next twelve months we aim to develop more physical activity opportunities for our members. Leisure is also a very popular aspect of CSSC and we offer a huge range of activities from hill-walking and shopping

days to theatre trips, cinema discounts and cookery schools to name but a few.

Online Shop

CSSC's Online Shop goes from strength to strength with an encouraging 13% increase in like-for-like sales compared to the previous 12 months. Total receipts were £912k with just under 10% of our members using the shop. Specific, targeted marketing drives have been very successful in achieving significant increases in sales. Plans for the next 12 months include adding more benefits and aiming to push sales through the £1m barrier.

Countdown

Countdown continues to be a big part of the CSSC membership offering and the CSSC Membership Survey at the end of 2013 showed that, of those members who used the scheme, over 70% rated it good or very good. The use of Countdown has continued to grow throughout 2014 with sales increasing

by over 4.7% and the savings enjoyed by our members increased by a healthy 19%.

CSSC entered into a two year extension of the contract with Countdown at the beginning of 2014. During the year a number of improvements were made including a new CSSC branded website and digital card for local offers, and upgrading the navigation and search facility. In addition, over 20 new national offers were added, such as GAP, Wickes, and Evans Cycles.

HFCs and Alpha Gyms

Whilst the scheme for supporting employers in the installation of on-site fitness facilities is still available, the last year has not seen any new centres opened. This, we believe, is still due to the estate rationalisation continuing within the civil service and the uncertainty that comes with this. We have during the year supported a couple of existing centres by supplying replacement equipment.

Volunteers

There are 2,000 volunteers in CSSC delivering the larger part of CSSC's member benefits.

The majority of these volunteers are very much at the front end, the member facing part, of our organisation and because of this it is essential that we support them as best we can.



CSSC is committed to improving the support for our current and prospective volunteers and has over the past twelve months been working on developing, consulting and implementing a range of initiatives designed to better support its volunteers.

One of those initiatives is our national Volunteer Handbook, which has been issued to all existing volunteers and will be issued to all new volunteers in the future. Other highlights over the past twelve months include eight key CSSC people (staff and volunteers) qualifying for a Volunteer Management qualification; the launch of an online Induction

Pathway; improved communications from Head Office to volunteers and the introduction of 'Quality Street' – an exercise in self-assessment to assist affiliated associations with taking a critical look at themselves in terms of what they do and how effectively they do it. This exercise has been well received and is proving a valuable tool in assisting affiliates with determining how they are performing and where they can seek to improve.

Showing a capacity to understand volunteer motivations is paramount and the 2014 Volunteer Survey issued to CSSC's volunteers proved invaluable in determining how CSSC

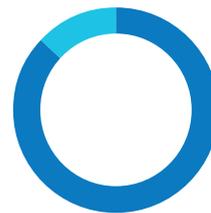


should be supporting volunteers. A healthy 31% of volunteers completed the survey and provided some extremely useful and reassuring feedback. It was welcome news to read that 78% of volunteers who completed the survey were either satisfied or very satisfied as a CSSC volunteer, with a similar response for levels of information and communication received as a volunteer. The survey also confirmed the importance of effective induction and the requirement to draw up health and safety guidance. However, the most welcome response was that 87% of volunteers either agree or strongly agree with the statement 'I enjoy my volunteering role with CSSC'.

Looking ahead to the coming year the pace doesn't slow down. The next twelve months will see CSSC demonstrating its commitment to embracing modern volunteer support methods and technology with the launch of a volunteer mobile app to assist volunteers in their roles. In addition, a root and branch review of volunteer information will enable easier and faster access to information and guidance on the new

website. The first half of 2015 will also see the rollout of Health and Safety guidance.

It is easy to see why CSSC's volunteers are considered the backbone of CSSC; they contribute so much in so many different ways and they make a real difference to their own lives and the lives of our members. Working together in partnership, our aim is to make CSSC an exemplar volunteer organisation.



87% of volunteers either agree or strongly agree with the statement 'I enjoy my volunteering role with CSSC'

Volunteer Committee

The VC meets three times a year and is responsible for CSSC's Volunteer Policy and all aspects of volunteering within CSSC.



[L-R] James Street, Pete James, Tony Tate, Anne Grikitis, Mark Jeffreys, Clive Arnold

In the last twelve months the Volunteer Committee has overseen the development and implementation of a comprehensive volunteer support initiatives programme including:

- Issuing CSSC's first national volunteer handbook to all volunteers.
- Introducing the online Induction Pathway to give new volunteers a consistent experience when they start.
- Conducting a second national volunteer survey.
- Undertaking a review of CSSC's national volunteering awards.
- Supporting eight staff and volunteers go through an Excellence in Volunteer Management qualification.

Volunteer Awards

CSSC places great importance on volunteer recognition and as such has a comprehensive range of national and regional awards.

CSSC's national awards, presented at Annual Conference, are the centrepiece of CSSC's way of saying well done and thank you.



The national awards are:

The Lord Turnbull Trophy

Volunteer of the Year

The Centels Salver

Sportswoman of the Year

The Warren Fisher Cup

Sportsman of the Year

The Hayward Trophy

Best Sports and Activity Body

The Duke of York Trophy

Best Departmental Association

The Russell Scott Trophy

Best Area Association

Merit Awards

Up to ten can be awarded annually

Volunteer Award Winners

Volunteer of the Year

For her invaluable voluntary contribution to touch rugby the award went to **Lois Lau**.

Well deserved recognition goes to the other finalists:

Dave Boor
Suffolk AA

James Kellett
Civil Service FC

Sharon Finan
London region

Pete Smith
Plymouth AA



[L-R] Pete Smith, James Kellett, Lois Lau, Dave Boor

Sportswoman of the Year

Christina Brewer for her outstanding achievements in athletics.



[L-R] Christina Brewer, Roy Alder

Sportsman of the Year

Tony Southern for his achievements in pool.



[L-R] Tony Southern, Roy Alder

The Hayward Trophy

CS Women's Hockey Association



[L-R] Marcia Burgess, Helen Skelton, Roy Alder

Duke of York Trophy

HASSRA



[L-R] Simon Lee, Craig Lewis, Brian Glicksman

Russell Scott Trophy

In recognition of its commitment to improving its membership and offering a wide variety of activity the winners were **Darlington Area Association**.



[L-R] Patrick Foster, Claire Stoker, Jamie Callaghan, Ged Callaghan, John Whitaker

Highly commended citations were also presented to **Plymouth** and **Portsmouth Area Associations**.

Merit Awards

The chairman made four awards in 2013. These were to:

Neill Bond

RCSL and South West region



[L-R] Neill Bond, Robert Devereux

James Kellett

Civil Service Football Club



[L-R] James Kellett, Robert Devereux

Philip Oldbury

Scottish Council and Dundee Area Association



[L-R] Philip Oldbury, Robert Devereux

Gavin Palfrey

Suffolk Area Association



[L-R] Gavin Palfrey, Robert Devereux

Strategic Plan

Priority 1 – Recruitment

A number of factors contributed to 2014 being a very successful year for CSSC in recruitment terms. We had a full team of sales staff for the year, Member Get Member continued to be a strong selling point and, of course, English Heritage has become a great addition to our benefits package. Overall, our recruitment figures for 2014 bettered those in 2013 by just over 19%. For 2015 we now have two new sales executives based in London and the North West respectively on a one year trial period. We will be continuing to make headway into the wider public sector and look at opportunities for new and improved benefits.

Priority 2 – Membership Retention

In 2014 a number of tailored and personalised communications were developed to make the membership journey more enjoyable and informative. These communications covered changes of address, changes of employer, maternity leave, retirement issues and cancellation requests. There are also times when we contact members whose payment to CSSC seems to have lapsed, sometimes without the member's knowledge. In all situations we are taking the opportunity to update any members who contact us on the current CSSC benefits package in order to encourage them to retain their membership.

Priority 3 – Market Research

Our national member surveys have proved invaluable in informing us of our members' needs and expectations, and the results have helped us to tailor our programme of events. In 2014 we also conducted 16 other surveys, mostly at area association level, to seek our members' views and gain insight into their experience of CSSC. As with the national survey, the results have been shared with the area associations concerned and they have been able to adjust their events and communications accordingly. We conducted a further national member survey in March 2015.





Strategic Plan

Priority 4 – Programme Review

Various elements of the member benefits programme have either been reviewed or are in the process of being reviewed. A Sports Development Executive has been employed to review our national and local sports programme and to understand better what sport in CSSC should look like and how it should be provided. The Online Shop continues to be popular and growth has continued month on month since its inception in 2009, with turnover now close to reaching £1m p.a. The local programme of benefits as provided by CSSC's area associations has continued without a great deal of inspection for a number of years and the introduction of 'Quality Street', a measure of the achievement of affiliate groups (area associations, regions and sport and recreation bodies), is a welcome initiative in this area.

Priority 5 – Volunteer Experience

A number of volunteer support initiatives have been introduced in the last 12 months. These include a national Volunteer Handbook, an Induction Pathway, a Volunteer Management Qualification for key people in CSSC (staff and volunteers) and another national volunteer survey. The next 12 months promise to be just as busy.

Priority 6 – Health & Wellbeing

Some research into a 'Health & Wellbeing' offering was undertaken in 2014, which included meeting a number of organisations and attending a selection of conferences and exhibitions. It was concluded by the Strategic Plan Oversight Group that further research of our members was required to better understand their requirements and assess whether our current sports and leisure programme was already addressing many health and wellbeing objectives.

Strategic Plan

Priority 7 – New Technology

CSSC's Digital Strategy highlighted the importance of moving paper based and telephone processes to a digital platform and this has been a key theme in the development of the new website. This development continues apace, and although the digitalisation of the old processes was always going to be a

challenge, this has been a far bigger project than first envisaged. However, there is some light at the end of the tunnel and both CSSC and the website developers are committed to producing a first class website and supporting digital processes fit for the 21st century.

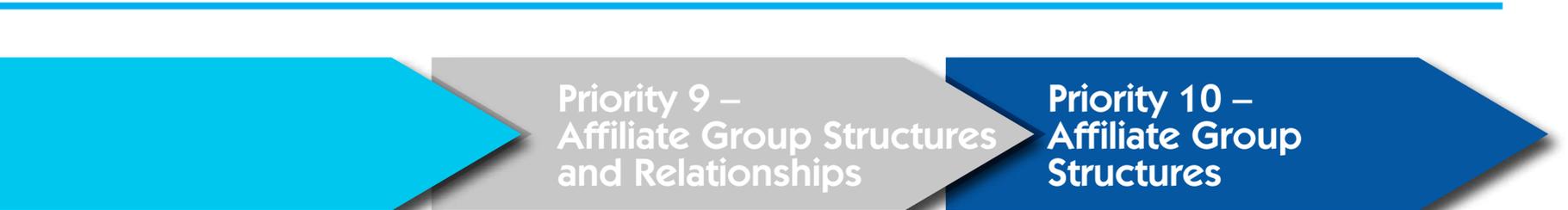


Priority 8 – Accountability and Governance

A range of governance work has been undertaken this year in conjunction with our Honorary Legal Adviser and constitutional lawyer.

The Board has continued to embrace diversity and equality across CSSC. This included producing a Statement of Commitment to Equality and Diversity, and appointing, briefing and training Regional Diversity Champions.

The Board was closely involved in reviewing all the committee remits and in developing a process for Board self-assessment.



Priority 9 – Affiliate Group Structures and Relationships

The Industrial and Provident Societies legislation under which CSSC Ltd was registered was replaced in August 2014 by the Co-operative and Community Benefit Societies Act. Legal advice was sought on the impact of this change, resulting in CSSC Ltd being registered with the Financial Conduct Authority as a co-operative society as CSSC exists for the benefit of its members.

Several initiatives are ongoing in this area. In particular a piece of work on expectations of our affiliate groups, called a Partnership Framework, is due for publication in 2015. Greater communication between the regions, areas and Head Office is paying dividends in closer working relationships.

Priority 10 – Affiliate Group Structures

Various elements of the funding processes have and continue to be examined. The recent introduction of the Regional Funding Envelope helped bring some regions and their area associations closer and the Partnership Framework will look at incentivising those parts of CSSC that are providing a comprehensive and popular members benefits programme.

Working With Employers and Stakeholders

Public Sector Engagement

For the first time, CSSC attended the Local Government Association (LGA) Conference and Exhibition in 2014. The conference is the biggest event in the local government calendar, regularly attracting 1,200 delegates. The event is attended by council leaders and chief executives, senior officers and policy makers across all services provided by local authorities. There were representatives from over 300 councils and our stand was visited by an impressive 25% of councils. This was an excellent opportunity to showcase the CSSC offering and grow our senior officers contact list within the wider public sector. The vast majority were very interested in the CSSC offering and, whilst securing good meetings with teams is a slow process, progress is being made.

Many councils already have benefit providers in place, so CSSC will need to be patient until these come to re-negotiation time. A couple of notable

successes have been achieved with the local councils in East Kent and Plymouth, where we have been able to recruit new members.

During 2014 the Membership Recruitment Team made some important contacts within the wider public sector that have resulted in positive recruitment opportunities. In Telford & Wrekin Council over 50 staff were recruited and in Northamptonshire Council & Probation over 100 joined CSSC. 70 new members joined from the British Transport Police and 160 from the Legal Aid Agency. In total, a dozen local authority bodies are promoting our services. In addition, many area associations have also made useful contacts and continue to pursue awareness opportunities.

Olympic and Paralympic Legacy Unit DCMS

During 2014 Public Health England completed a project entitled Everybody Active Every Day. This is the delivery framework for the Moving More, Living More (MMLM) project borne out of the Olympic Legacy to promote physical activity.

As part of this, DCMS have a "Get Active for 2015" campaign and have consulted CSSC on how this might be promoted and delivered across government.



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HEART RATE



Patron, Vice Presidents and Life Vice-Chairmen

Patron

HRH The Duchess of Gloucester GCVO

Vice Presidents

Sir Brian Unwin KCB
Sir Michael Partridge KCB
Lord Butler of Brockwell GCB CVO
Sir Anthony Battishill GCB
Sir Michael Scholar KCB
Lord Turnbull of Enfield KCB CVO
Sir John Major KG CH
Tony Blair
Rt Hon Gordon Brown MP
Lord O'Donnell of Clapham GCB
Rt Hon David Cameron MP

Life Vice-Chairmen

D J Trevelyan CB
Sir John Herbecq KCB
F P Krinks OBE
A G Constable MBE
P J Chapman MBE
D K Matthews CBE
R A Wallace
John Strachan
Dame Gill Morgan DBE
Peter Fischer
Marian Holmes OBE
Sir Jon Shortridge KCB

Obituaries

Gerry Mackie

Gerry was one of the founding members of the Dundee Area Association and was also heavily involved with the Dundee Club, serving as Secretary, Vice Chairman and Chairman of both over many years. He organised numerous local and national competitions and represented the Scottish Civil Service Bowling Association. His immense contribution to CSSC was recognised by the Chairman in 1984 with a Merit Award. Gerry passed away in October 2014.

Tony Phelps CB

Tony had a distinguished Civil Service career, being variously Private Secretary to the Chancellor of the Exchequer, Private Secretary to the Prime Minister and Deputy Chairman of the Board of Customs & Excise. He became a Vice Chairman of CSSC in 1977 and held a number of offices including Chairman of the General Purposes Sub Committee, President of the Civil Service Badminton Association and Vice President of the Civil Service Cricket Association. Tony also chaired various working parties whose work included the revision of CSSC's Rules, a review of the London grounds and the introduction of fitness centres into government offices.

He was a very active follower of Civil Service sport and attended many events, especially badminton and cricket. He was the author of the History of the CS Badminton Association and co-author of the History of the CS Cricket Association. Tony passed away in November 2014.

Accounts

The Board present their report and the accounts for the year ended 31 December 2014.

Activities

The Group continues to provide sports and leisure opportunities for employees of the civil service and the wider public sector. In addition each qualifying member is able to recruit up to three family members or friends as members. The Civil Service Sports Council (CSSC) is the full owner of the Sports & Leisure Group (SLG) which provides high quality leisure and small sided soccer facilities to the general public.

Business review

The Board agreed in the 2014 budgeting process that there needed to be continued investment from our reserves to help finance current activities and new initiatives that would help membership recruitment and retention. The 2014 operating deficit of £74k (2013: operating deficit of £95k) on core business is ahead of our planned position

for a number of reasons. Membership numbers did not decline at the anticipated rate and savings were made in overall expenditure. As in 2013, there were accounting adjustments in relation to pension liabilities that affected the outcome. Without this adjustment, CSSC would have made an operating loss of £134k (2013: operating loss of £163k).

**CSSC income £6,956k
(2013: £7,093k*)**

We continued to face a challenging environment for the recruitment and retention of members. Nevertheless, by the end of the year our membership had increased by 0.2% (2013: fall of 2.0%) and total membership income increased by 0.7% (2013: decrease of 2.3%). In addition, 2014 marked the fifth year of the phased reduction in our annual grant from the Cabinet Office, which fell by £160k from the prior year level (2013: £160k from the 2012 level). In addition there was a decrease in the Alpha fitness centre income. Due to the increase in our Online Shop activity this is now included as 'income'. In 2014 this totalled £789k (2013: £670k).

**CSSC expenditure £7,030k
(2013: £7,188k*)**

The per capita rate of grants paid to both departmental and area associations remained constant during the year but total grants paid decreased in line with reduced membership levels (calculation based on July/June average membership). Grants to other bodies were marginally up from the prior year.

Excluding accounting adjustments relating to the pension scheme, administration and operational costs increased by £24k (2013: decrease £170k*) primarily due to an increase in member benefit costs. Other costs (excluding depreciation costs) showed a decrease mainly due to lower club closure costs. In line with income above, the 2014 Online Shop activity is included at a cost of £819k (2013: £696k*).

Investments

The investment fund at the end of 2014 showed a market value of £9,349k (2013:

£9,006k). The Investment Committee meets a minimum of twice a year to review the portfolio with our investment fund managers.

CSSC Properties Limited received rental income of £402k in 2014 (2013: £399k) and made an operating profit of £2,020k (2013: £206k) including profits made on the sale of the Plymouth and Newcastle sites.

The SLG businesses, Roko Healthclubs and PlayFootball, have had a good year. By maintaining high product and service standards they competed successfully with both new and existing business in their respective markets. Membership increased in four of the five Roko clubs and added value activities such as personal training and swimming also grew. PlayFootball achieved 18% growth in site profits and expanded its league contract business.

During the year Roko reached agreement with HMRC on the VAT treatment of certain memberships. This will improve turnover in future

years and resulted in a one off receipt of £317k in 2014. In addition, an agreement was reached with Portsmouth FC to use the facilities at the Portsmouth Roko/PlayFootball site as its main training ground. This will provide an ongoing income stream and have a positive impact on the SLG businesses on the site.

Excluding exceptional items, SLG's core turnover rose to £15,808k (2013: £15,682k) with site profits increasing by 4.3% to £5,194k (2013: £4,980k).

Prior year restatement

*The comparatives have been adjusted from those reported in the previous year's financial statements as a result of a change in accounting policy in relation to the Online Shop.

Disclosure of information to the auditors

In the case of each person who was a member of the Board at the time this report was approved:

- So far as that Board member was aware there was no relevant available information of which the group's auditors were unaware; and
- That Board member had taken all steps that the Board member ought to have taken as a Board member to make himself or herself aware of any relevant audit information and to establish that the group's auditors were aware of that information.

Auditors

A resolution to appoint auditors will be proposed at the next Annual General Meeting.

**Approved by the Board
and signed on behalf of the Board**



Brian Glicksman
CSSC Honorary Treasurer

Accounts

Consolidated income and expenditure account for the year ended 31 December 2014

	2014	*Restated 2013
	£000	£000
Income	6,956	7,093
Administrative expenses	(7,030)	(7,188)
Operating deficit	(74)	(95)
Operating surplus arising in subsidiary companies	2,891	1,233
Net interest payable	(1,041)	(1,008)
Gain on investments	225	429
Surplus / (deficit) on sale of fixed assets	17	(94)
Surplus on ordinary activities before taxation	2,018	465
Tax charge on surplus on ordinary activities	(586)	(514)
Surplus / (deficit) for the year after taxation	1,432	(49)
Statement of total recognised gains & losses & movement in Shareholder funds		
Surplus / (deficit) for the year after taxation	1,432	(49)
Actuarial gain on defined pension scheme	144	138
Unrealised surplus / (deficit) on revaluation of properties	554	(1,850)
Total recognised surplus / (deficit) for the year	2,130	(1,761)

Consolidated balance sheet as at 31 December 2014

	2014 £000	*Restated 2013 £000
Fixed assets		
Intangible assets	1,312	1,495
Tangible assets	42,120	42,998
Long term investments	7,962	7,544
	51,394	52,037
Current assets		
Stocks	635	794
Debtors falling due within one year	2,051	1,814
Debtors falling due in greater than one year	147	147
Cash at bank and in hand	11,641	9,973
	14,474	12,728
Creditors: amounts falling due within one year	(7,353)	(6,920)
Net current assets	7,121	5,808
Total assets less current liabilities	58,515	57,845
Creditors: amounts falling due after more than one year	(21,241)	(22,900)
Provisions for liabilities		
Pensions	(149)	(353)
Dilapidations	(380)	(180)
Deferred taxation	(1,116)	(912)
Net assets	35,629	33,500
Capital and reserves		
Share capital - non equity	6	7
Income and expenditure account	27,318	25,700
Revaluation reserve	8,305	7,793
	35,629	33,500

The summarised financial information set out above has been derived from the full statutory financial statements of the Civil Service Sports Council Limited, which are independently audited by Nexia Smith & Williamson.



Brian Glicksman



Simon Lee

* The comparatives have been adjusted from those reported in the previous year's financial statement as a result of a change in accounting policy in relation to the Online Shop.



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REGISTERED UNDER THE CO-OPERATIVE AND
COMMUNITY BENEFIT SOCIETIES ACT 2014

REGISTERED NO. 9685R