



SUPPORTING LIFE'S
TRUE
CHAMPIONS



Annual Report 2020

CSSC PATRON

HRH The Duchess of Gloucester GCVO

LIFE VICE-CHAIRS

D J Trevelyan CB
Sir John Herbecq KCB
F P Krinks OBE
D K Matthews CBE
R A Wallace
John Strachan
Dame Gill Morgan DBE
Peter Fischer
Marian Holmes OBE
Sir Jon Shortidge KCB
Roy Alder CBE
Brian Glicksman CB
Marilynne Morgan CB

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Sir Michael Partridge KCB
Lord Butler of Brockwell KG GCB
CVO PC
Sir Anthony Battishill GCB
Sir Michael Scholar KCB
Lord Turnbull of Enfield KCB CVO
Rt Hon Sir John Major KG CH
Rt Hon Tony Blair
Rt Hon Gordon Brown
Lord O'Donnell of Clapham GCB
Rt Hon David Cameron
Rt Hon Theresa May
Rt Hon Boris Johnson

Who We Are

In 1921 the Civil Service Sports Council was conceived to bring health, happiness and unity to the people who have chosen a life of service to others and the country. Now, 100 years later, this need to take care of those who take care of us, has never been greater.

Sharing our ancestry with the Civil Service has forged a symbiosis and ensured that looking after the Public Sector is in our DNA. As experts in sports, health, fitness and recreation we are uniquely positioned to help improve the wellbeing and maximise the leisure time of every member of the Civil Service, Public Sector, Armed Forces, and their families.

By sharing our extensive and growing range of over 4,000 exclusive offers, savings, products and services, not only do we help our members save over £1,000 a year, doing the things they love, with the people they love, but we also provide the tools, techniques, ideas and inspiration to help them relax, recharge and become their best selves.





Wellbeing matters.



Leaders have a responsibility to encourage wellbeing and explain why it's important.

I was delighted to be asked to take the CSSC Chair role in late 2020, as it was about to celebrate its centenary. As a member of the organisation for many years, I knew that there was so much potential for it to grow and to become more relevant both for its members and for the public service it serves, right across Great Britain.

The benefits to members are significant, and more than pay for themselves, but what has really struck me over the last few months is that the benefits of wide CSSC membership to the Civil Service and the wider public service are enormous. The offer could, and should, be part of the essential "glue" that binds the people in our organisations together, particularly as roles are dispersed around the country and organisations rely less on physical presence in places of work.

As everyone's lives have adjusted to the impact of the pandemic, it has become even clearer that work is about more than just coming into the workplace. Work is about our colleagues, our shared values and the environment around us. CSSC offers ways of engaging with others in many different ways – whether that's taking care of ourselves as individuals, connecting with teams through sport, or volunteering to help grow networks and friendships. A real benefit of the 100-year partnership between CSSC and the Civil Service is that there is a breadth of knowledge and expertise in CSSC waiting to support all of us.

It is therefore my great pleasure to be at the helm of CSSC in our Centenary year, and I urge you all to explore what CSSC can do for you. Every one of our members is someone who spends their day helping to look after others, so let CSSC help look after you.



Mark Fisher





In October 2020 we said goodbye to Philip Rycroft, who had been Chair of CSSC since April 2018. Philip played an active role in all aspects of CSSC, in particular supporting the promotion of physical activity and wellbeing for our members. We are grateful to Philip for his enormous support, direction and leadership.

We were delighted to welcome our new Chair, Mark Fisher, Director General and Secretary to the Grenfell Tower Inquiry, to CSSC. Mark has made an immediate impact and has set a clear direction and vision for the future success of CSSC.

Membership

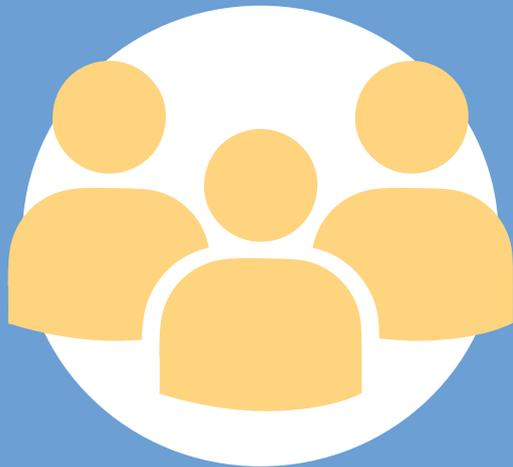
2020 began with optimism as recruitment of new members continued successfully. At the start of the year we had 165,177 members and were aiming to achieve break-even financially for the first time in recent history. The impact of the pandemic was probably felt most keenly by the recruitment team, who have long relied on face-to-face, meeting directly with potential members as their main tool.

Gradually, virtual recruiting developed along with using the time to mature the planned Key Account Management process and the team are now using a multitude of tools and techniques to engage with employers and directly with potential members. I have every confidence that this hard work will pay off throughout the year and we will begin to see numbers rise.

Retention was critical in 2020, with the leavers numbers being only marginally higher than previous years. Given the struggle to recruit, we ended the year with 143,659 members. This left a financial challenge for 2021, and one which required action as soon as the scale of the problem became apparent.

Part of this was to undertake the restructure in the summer which, as a Chief Executive, is the most difficult decision to have to make. The new structure has now begun to settle, and the benefits of increased cross-departmental working are already being felt across the business.





140k+
Members

I would like to acknowledge how quickly the Head Office team adapted to the pandemic with new ways of working and new, mainly virtual, offers for our members. It was not an easy time in March 2020 when the first lockdown was announced, but within hours there was a project team developing the 'At Home with CSSC' concept. It is testament to their hard work, creativity and innovation that the number of leavers has not been significantly higher than previous years.

I would also like to thank the Volunteers for their resilience, flexibility and ingenuity at adapting to the circumstances and still managing to put on events and find ways of keeping the members connected and benefiting from their membership.

I am very proud to be Chief Executive as CSSC turns 100. This is an opportunity to share all that is good about what we do and what we stand for, raise our profile more widely and reflect on quite what a journey the organisation has been on since its inception – a journey on which we have all left our own footprints.



Simon Lee

Working together to look after your colleagues

As employers, ensuring the health and wellbeing of colleagues is the most important thing we can ever do. The healthier and happier a workforce, the more likely they'll be productive and efficient. Colleagues with a good work/life balance will feel more relaxed, take fewer days off, work harder and as a result, teamwork and camaraderie will improve and departments thrive.

And so, it is vital for all institutions to look after their people, with a carefully considered health and wellbeing strategy. And this is where CSSC's expertise can really help take care of what matters most.

Because CSSC is a membership organisation, funded by subscriptions, our benefits come with no cost to the organisation, whatsoever. There's no contracts, no set up fees, no procurement and no paperwork.

We help hundreds of Public Sector and Civil Service institutions provide their employees with an unparalleled range of sports, leisure, events and entertainment activities. Helping to perfectly compliment and expand their existing health and wellbeing strategies at zero cost.





HM Government

Civil Service

Active Wellbeing 2021



Small steps, big rewards with CSSC. On 18 January, CSSC Sports & Leisure, in collaboration with CSHR, launched the third successive Active Wellbeing campaign. Aiming to help improve the health and wellbeing of public sector employees. Active Wellbeing Week encouraged participation in physical activity, both in and out of work, through a series of initiatives, pledges and funding.



2500
pledgers



4
virtual events



70
departments involved



5000
badges won

with over
400
attendees



£5000
of prizes won

Grow your own with Robert Gillies

Throughout 2020, society has had to rethink how they look after their health and wellbeing. Unable to take part in sport, explore, shop or socialise how they use to, people have altered their perspective and looked for other ways to exercise, relax, make friends and enjoy simple pleasures. And no area has seen a greater uptake of participation than gardening and horticulture.

Fortunately, CSSC have been well placed and well prepared to accommodate this recent 'growth' in demand.

In 2019, HMRC employee and CSSC volunteer, Robert Gillies set up an initiative called 'Grow Your Own' based at Calderglen Park in East Kilbride, offering free seeds to members. It has been a phenomenal success, receiving over 600 requests in their first year, rising to over 2,800 in 2020, giving out over 9,000 packets of seeds.



It's become a real labour of love



Supported by his team of dedicated volunteers, Robert worked tirelessly throughout the pandemic, up to 20 hours a week in his spare time, to fulfil all requests in time to plant and reap the rewards, making sure our members had a fantastic experience.

2,800
Requests



9,000
Seed Packets
Sent



I like helping people and enjoy likeminded company.

I've been a CSSC volunteer for 38 years, which has taught me many different skills and I've met many friends along the way.



Robert also wrote a gardening blog for our members to highlight the benefits of getting outside as a way of improving their health and wellbeing, which was also very well received by all who took heed.

His enthusiasm has inspired people to get back to nature and get growing in their garden, balcony or windowsill. His dedication is shown with the effort he spends in his spare time, processing orders to ensure members receive their seeds as quickly as possible.

Throughout lockdown, Robert and his team have delivered approximately 6,000 packets of seeds to CSSC members, throughout the UK. And in recognition of his efforts, Robert received a letter from his M.P and a Certificate of Nomination from HMRC.

Cultivating our community

Never one to rest on our laurels, CSSC has supported our growing community of gardeners, throughout lockdown with extra content on our website. Such as: hints and tips pages, extra cashback with our My Savings+ partners, new offers, beginners' guides, community groups and child friendly ideas and advice.

We expect our newest community of members will continue to expand throughout the summer and beyond, perhaps reflecting a positive outcome from such a tumultuous year. And we have Robert and his team to thank for planting the first seed.



MEMBER BENEFITS

An agile response from the CSSC member benefits team was required to mitigate the impact of the Covid-19 pandemic and subsequent national lockdown. As the use of conventional CSSC benefits suddenly slumped, the offer was quickly expanded to provide an exciting new range of At Home with CSSC benefits to support members throughout lockdown.

Days out

At the start of 2020 visitor numbers to English Heritage were beginning to increase compared to 2019. However, due to the impact of the national lockdowns and Covid-19 restrictions, overall numbers for 2020 dropped by 74% to [20,930 visitors across all the sites](#), compared to 81,442 in 2019. It was a similar picture in Wales where visitors to Cadw sites also fell significantly due to the measures put in place to prevent the spread of coronavirus. Throughout this time, we continued to work closely with our partners and English Heritage supported the At Home with CSSC campaign by providing [access to exclusive resources and events for CSSC members](#). Events such as an exclusive virtual talk and Q&A in June with Head of Gardens and Landscaping at English Heritage, John Watkins, which was very well received.

CSSC's original yearlong partnership with Royal Botanical Gardens, Kew, has been extended as members were unable visit the sites between March and June. We will continue to provide members with free access to Kew Gardens and Wakehurst. This attraction has proved popular with members with [5,548 member visits to the gardens during 2020](#). Many members made the most of priority access and discounts to events such as the Kew Gardens Summer Cycle and the Gruffalo at Wakehurst.



180k

Total Orders



£680k

Saved By Members



48k+

Unique Shoppers



MySavings+

In February 2020, an updated version of MySavings+ was launched for members. This new version of the platform features improved search functionality, an express checkout, better navigation and makes it easier to find your favourite retailers.

Unique logins to MySavings+ in 2020, decreased by 15.5% to 48.7K year on year. There was also a reduction in total savings by members compared to 2019 by 19%. Despite this and the national lockdown, **total spend on My Savings+ grew by just over £100k compared to 2019**. This was mainly due to a **225% increase in spending on digital vouchers and gift cards** to £2.37 million. This growth in digital spend is positive during a period when retail has been largely closed.

Ecommerce

With a majority of attractions shutting down for the national lockdown, ecommerce orders and transactions reduced significantly, 2020 saw a 67% decrease in orders processed within ecommerce and a 77% drop in sales transactions. With lots of the attractions closed or not being able to offer an online solution to purchase tickets for safe access, many remained closed limiting the offers available to our members. We continued to see high demand for cinema tickets,

tastecard

The hospitality industry has been severely impacted by the coronavirus restrictions and as a result tastecard usage dropped. Throughout lockdown, **we maintained a close relationship with tastecard** and worked to change the positioning of promotions to our members. We focused on collection services that were offered in some areas, with 2 for 1 deals or discounted takeaways at local restaurants. Towards the end of 2020, we began to **promote tastecard's new delivery and collection services** which were being launched in London, Manchester and Liverpool. As part of our end of year 12 weeks of Christmas Campaign, we also gave members the opportunity to gift a tastecard to friends and family. This provided us with further opportunities to market CSSC to new members.

but this was restricted to areas in the lower tiers of coronavirus restrictions. However, during this time many attractions have used this opportunity to rethink how tickets are sold, **with many looking to soon be able offer e-tickets** to our members in place of physical tickets.



In July 2020, we provided access to **TOTUM Pro** as a further benefit to offer our members. This is an exclusive offer that is normally only available for professional learners. By signing up members have access to savings including:

- Free Amazon Prime for 6 months and 50% off the remainder of the year.
- 10% off Co-Op

As well as additional savings at hundreds of other retailers including Apple, Samsung, Boots, ASOS and many more.

BRINGING HEALTH & FITNESS TO THE PUBLIC SECTOR

As our centenary fast approaches, we have great cause to look both to the future of the next 100 years and back, to how CSSC has helped revolutionise how the public sector look after the health and wellbeing of colleagues and their families.



Heath and Fitness Centres

The 1980s was a particularly tough decade. Not just for questionable hair styles and fashion choices, but especially for the Civil Service.

Long working hours left little time for social lives and fitness. Offices we're often uninspiring, humdrum, concrete blocks, designed with one purpose in mind. To house, facilitate and optimise hard work and efficiency. Leaving little room or attention to focus on lunchbreaks or downtime.

Wellbeing was a word, not yet ingratiated into the public sector lexicon and so, very little thought or consideration was given to how colleagues might relax or look after themselves, nor the benefits of maintaining a healthy, happy workforce.

In 1989, having recognised this dilemma, Sir Robin Butler threw down the gauntlet to the CSSC Annual Conference, challenging them to 'think outside the box'. Enter Frank Krinks, who, having spent time at the Nott County Council, recognised the benefits of on-site multi-gyms located at the workplace. With the help of backing from Whitehall, the Health & Fitness Initiative was launched, giving birth to Health and Fitness Centres (HFCs) throughout the Civil Service.



The introduction of these onsite gyms was ground breaking. Stemming the loss of talented civil servants, transforming workplaces and turning CSSC into the largest corporate fitness organisation in the UK.

By the turn of the century CSSC had set up and installed over 300 of these HFCs around the country and were acknowledged as a leader in the field. With our expertise increasingly sought after by the likes of the NHS, it was no surprise this phenomenon grew overseas in 2003 when one was installed in the British Embassy in Paris.

Sir Robin Butler had encouraged the CSSC to be bold and we took him at his word, helping to transform Whitehall into an enlightened employer, focussed on its employees' health and wellbeing. A success story which served CSSC well with greater commercialism, not least the successful ROKO health centres.

And so, the spirit of this boldness is called for once again, as we look to modernise and rebrand our HFCs under a new banner of CSSC workplace gyms, to further inspire the public sector to look after and maintain a healthy, mind, body and soul.

Heath and Fitness online with CSSC life

If 2020 has taught us anything, it's that change is inevitable, and we must stay flexible in the face of any challenges that come our way. As the very nature of work evolves and the essence of what 'an office' means, changes, it is our duty to stay mobile and up to date with how the public sector works and what they require to maximise their health and wellbeing.

Which is why, ever at the forefront of fitness and leisure activities, CSSC has recently welcomed our newest partner. CSSC life, wellbeing and fitness, powered by Spectrum.life. CSSC life is our holistic wellbeing app which provides members with a comprehensive range of videos, tools, tips, advice, classes, courses, podcasts and content to help look after and improve their entire wellbeing from head to toe and inside and out.



CSSC FOR THE NEXT 100 YEARS

There's more to come throughout this year and into the next century. CSSC has never stayed still. Perhaps it's in our DNA to always be moving forward and looking for that next exciting adventure to thrill and entertain our members and the wider public sector.

Recognising excellence

On 4 November 1921, four senior Civil Servants came together with over 70 clubs, teams and associations at Central Hall, Westminster, to form the Civil Service Sports Council and begin the 100-year journey we share with you today.

Throughout our history, we have been honoured to embrace many remarkable visionaries, patrons and advocates, who share our passion for uniting the nation with sports, games and friendly competition. And rewarding exceptional achievements and exemplary behaviours with our most prestigious awards and accolades.

The early years

In 1924 Sir Warren Fisher, Permanent Secretary to the Treasurer presented CSSC with a trophy, to recognise the individual with the best sporting performance in that year.

Also in 1924, one of our founders, Mr Noel Curtis Bennett, presented the Duke of York Trophy on his Majesty's behalf, to the department winning the most championships in a single year, to help foster inter-departmental rivalry.

Sir Russell Scott, presented an award in 1934, which forever bears his name, to the Area Association with the best record in progress, administration and sport.

From 1978 onwards

1978 saw the introduction of the Merit Award, presented to those who have demonstrated exceptional service to others and CSSC.

Every year since 1992, we have presented the Hayward Trophy to associations which have organised the most activities in that year. Named after our previous Chair, Sir Richard Hayward.

A new century

In 2007 the Turnbull Award was first presented to the Volunteer of the year. Named after our former Chair, Lord Turnbull KCB CVO, who first presented it.

In memory of a former Vice-Chair, CSSC introduced the John Whittaker Fellowship Award in 2015, to recognise former winners of the Merit Award, who have continued to represent CSSC and deserve special congratulations and thanks.

SPORTS PERSON OF THE YEAR



WINNER – MARGUERITE BUTT

"I am absolutely delighted and feel honoured to have received this accolade."

VOLUNTEER OF THE YEAR



WINNER – MARTIN RUDMAN

"I am truly grateful to CSSC for giving me the chances and opportunities that have not only enhanced my volunteering experience but also helped my personal and career development over the years."

HAYWARD TROPHY



WINNER – FELTHAM GARRISON SPORTS AND SOCIAL ASSOCIATION

“We are thrilled with winning the Hayward Trophy. It is fantastic recognition for not only the current volunteer committee but also all of those who came before us over the past 50 plus years!”

DUKE OF YORK



WINNER – HASSRA

Since 1924, The Duke of York Trophy has been annually awarded, to the Department securing the most championships in CSSC competitions.

The Duke felt very strongly that; the best means of promoting the highest standard of true amateur sport in the civil service was by fostering inter-departmental rivalry and enthusiasm.

RUSSELL SCOTT TROPHY



WINNER – OXFORD AREA ASSOCIATION

Oxford AA volunteers organised in excess of 60 individual events including many local and west end theatre shows, coach trips and a new focus on taster days.

INNOVATION AWARD



WINNER – MIDLAND BIG BAND

“I know of no other activity that brings people together quite as well as making music together.”

FELLOWSHIP AWARD



WINNER – PETE JAMES

“Volunteering for me has always been about the people. Over the many years of volunteering with CSSC I have had the opportunity and pleasure of meeting and working with so many talented, dedicated and generous people.”

MERIT AWARDS



WINNERS – PAUL HAYDEN, NAOMI HICKEY, STEVE RUSH, PAULA HADFIELD, SIAN BARNETT, ANNE EDWARDS, LENNY BARRY, ALAN HALL

“It is the Council’s expressed determination that the award should come to be regarded, both inside and outside of the Council, as recognition of service of a very high order”.

Sir Richard Hayward, CSSC Chair 1978

CSSC STRUCTURE & MANAGEMENT BOARD

140,000+ Members

CSSC Board

Resources Committee

Sports & Leisure Committee
|
Volunteer Committee

81 Area Associations

9 Regions

35 Government Departmental Associations

90+ Health & fitness centres (HFC)

18 Premises inc Sailing Clubs & Angling Waters

18 Sports & Recreational Bodies

23 National Organisers

c.1,500 Volunteers

60 Head Office Staff

ALAN ADAMS

RE-ELECTED BOARD MEMBER



Professional background

Alan is General Manager of Southport Flower Show and Victoria Park Management Company. A role he started at the start of the pandemic after 30 years in the Civil Service.

He was previously a G7 Senior IT Project Manager for the Home Office, experienced in delivering large IT/Service Delivery projects with 3rd party suppliers.

CSSC / Relevant experience

- Member of CSSC for 25+ years
- Joined Merseyside Area Committee in 2005
- Joined NW Region Management Board in 2010, taking over as Chair in 2013.
- Member of Resources Committee, Volunteer Committee
- Two-time finalist of CSSC Volunteer of the Year
- CSSC Merit Award Winner

Alan has organised numerous events in the area/region and therefore has an appreciation of what members want. He was also part of the North West team that helped develop the Quality Street initiative.

RONA DUNCAN

RE-ELECTED BOARD MEMBER



Professional background

Rona has been in the civil service for over 20 years working across government in many areas including business analytics, strategic design, assurance, governance, risk management. Rona has written and owned policy and guidance, controlled Departmental budgets, negotiated accreditation, led projects and initiatives both internally and externally. She has led on engagement, stakeholder management, workforce planning and recruitment, reporting across government to ministers and the audit committee. Gaining qualifications in Project management, Chartered Institute of Management, Risk Management, Consultancy, Employment Law, HR and Mindfulness. Working with internal and external stakeholder having the privilege of working with French delegates and diplomats whilst leading on an international project.

CSSC / Relevant experience

Rona has been a member of CSSC for 20+ years is Vice-Chair for Scotland, Vice-Chair for Glasgow Area, Sports Liaison Officer and a sports organiser. Rona has a passion for sport and has trained and coached in countries across the world, qualifying in Psychology, Nutrition, Sports Therapy, Fitness coaching, Postural Assessment and Anatomy and is a Chartered Coach and Practitioner of the Art and Science of Neuro-Linguistic Programming.

DAVIE ELDER

ELECTED BOARD MEMBER



Professional background

After playing and coaching football in the US, Davie returned to the UK and studied English & Philosophy at University of Dundee. He combined his studies with coaching Men's and Women's football and qualifying as a SFA 'B' licence coach. After graduating, he continued as a coach and coach mentor before joining the Inland Revenue in 2000. He has worked across various business streams including Tax Credits, VLP, SA, Compliance and he's currently working with JMET. He has been PCS personal case officer for 11 years and is proud of the role the Union fulfils in the workplace. He recently completed a Diploma in Employment Law as preparation for life outside the Civil Service.

CSSC / Relevant experience

Davie has volunteered with CSSC for 17 years, as Sports Liaison Officer for Scottish Region, Scottish then National Football Organiser. He has also served on the Dundee, Angus & North Fife committee and is currently Area Chair.

Executive Team



SIMON LEE

CHIEF EXECUTIVE

Simon is the first non civil servant to hold the CSSC Chief Executive position since its creation in 1921. In Jan 2019, his role grew to become Group Chief Executive with responsibility and accountability for all of CSSC's subsidiary companies. He is also a Company Director for the main properties subsidiary. Simon's key achievements since his arrival include a 39% increase in membership and a fundamental overhaul of the sports and leisure benefits.

Simon has had a passion for sport since his youth, which was spent playing cricket and rugby and now spends his spare time following club and international games. He also enjoys exploring the beautiful Welsh countryside where he has now made his home.



WENDY ELEY

GROUP OPERATIONS DIRECTOR

Wendy joined CSSC in 2018 as Director of Strategy and now holds the role of Group Operations Director. In addition to leading the Senior Leadership Team, she was instrumental in the work to agree the strategic partnership with the Civil Service and the signing of the Armed Forces Covenant, the development of the 2019-2021 Strategic Plan and driving forward both the CSSC Ltd and CSSC Properties estates portfolios. Outside of work she is on the Board of Weightlifting Wales and is a COVID-19 volunteer vaccinator.



ALASTAIR SMART

GROUP FINANCIAL CONTROLLER

Alastair Joined CSSC as finance supervisor, and he is now the Group Financial Controller. Highlights of his 17 years with the organisation include developing a successful finance team with talented and highly qualified staff, and an efficient and effective budgeting and forecasting system. He has also managed a number of successful audits and led from the front in safety and compliance, using skills picked up whilst working in the insurance sector. In addition he has developed the volunteer finance training package and oversees the Health and Safety and information security functions.

Senior Leadership Team



ANDY BURDETT
HEAD OF VOLUNTEER
DELIVERY



MATT DAVIES
HEAD OF MEMBERSHIP
RECRUITMENT



NATALIE GODDARD
HEAD OF CUSTOMER
EXPERIENCE



JADE KNOWLDEN
PROGRAMME MANAGER



DAISY PENFORD
HEAD OF SPORT AND
PHYSICAL ACTIVITY



LAUREL SPRING-LAYMAN
STRATEGIC PEOPLE
PROGRAMME MANAGER



STUART SLAVICKY
HEAD OF MARKETING
AND COMMUNICATIONS



ALAN MASON

Alan left a considerable legacy on the Civil Service Athletics Association, reflected in his commitment to the Association, spanning more than twenty-five years. During this time, he was firstly the Association Secretary and then Chair and for a time the main organiser of the CSAA Track & Field Championships.

Alan also gave his time to HAASRA, CSSC's North West region and the CSSC Management Committee.

Alan's commitment was recognised by the Chair in 1988 with the presentation of a Merit Award.



JIM WILSON

Jim had a significant impact on the Civil Service Bowls Association's effectiveness during his twenty years as CSBA Treasurer. This is a truly remarkable record. During that time Jim also held various key posts including Civil Service Bowling Association Honorary General Secretary and President as well as the Midlands region Treasurer.

Through these voluntary roles Jim had a significant impact on the development of CSBA bowls and on the delivery of activity in the Midlands. For this achievement Jim was recognised in 2008 with the presentation of a Merit Award.



GORDON WALKER

Gordon's passion and commitment to bowls (Indoor & Flat) in Yorkshire spanned more than 30 years. He was well known amongst the CSSC bowling community for always running an excellent competition for the appreciative members.

Many members have enjoyed taking part in the competitions that Gordon ran over many years, receiving plaudits for the way that he organised the competitions and how he looked after the participating members.



MICHAEL HEARTY

Michael was always well respected and well liked across the CSSC community.

Michael's contribution to sports administration with the CSSC was long standing and included time supporting the Inland Revenue Sports Association, CSSC's Volunteer Working Group, CSSC's Northern Ireland Council and as a member of the CSSC Management Committee. His wealth of experience was an invaluable reassurance to CSSC's Sports and Leisure Committee.

This commitment was recognised in 1999 with the presentation of a Merit Award.



MICHAEL O'HARA

Michael's exceptional diligence and hard work for CSSC in Scotland and in Newcastle and Central & Forth Valley, as well as the CSSC Games, impacted positively over a period spanning more than twenty years. He was respected and much liked by fellow volunteers, members and CSSC staff alike.

Whether volunteering with CSSC, the Commonwealth Games or London 2012, Michael loved sharing his passion with others and giving his time so generously.

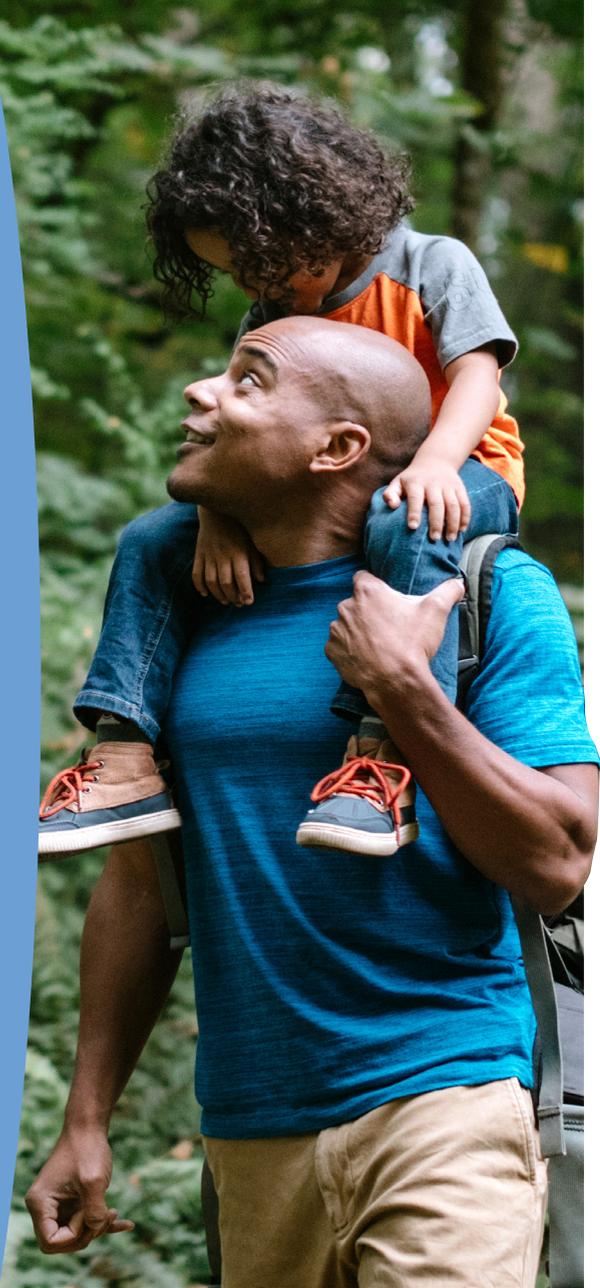
Michael's enthusiasm was recognised by the Chair in 2017 with the presentation of a well-deserved Merit Award.



TONY CONSTABLE MBE

Tony was a great volunteer for CSSC for many years, both in Swindon and then Taunton. Tony was also a long serving member of the CSSC Management Board and Chair of the Estate Committee.

Tony was the classic example of a person who took the responsibility of being a volunteer seriously. Seeking no reward, other than the satisfaction of knowing he had been of service to the many people with whom he had been involved. We remember with great pride, when Tony's engagement and dedication was recognised with the presentation of a well-deserved MBE.



The Board present their report and the accounts for the year ended 31 December 2020.

Activities

The Civil Service Sports Council Ltd (CSSC) continues to provide sports and leisure opportunities for employees of the civil service and the wider public sector. In addition, each qualifying member can recruit up to six family members or friends as members.

Business review

CSSC's core business of providing sports and leisure opportunities for members made an operating deficit of £46k (2019: operating deficit of £2,216k). As a result of the impact of coronavirus and lockdown, CSSC experienced a substantial reduction in membership income between March and December 2020. Membership fell from 166,430 at the end of 2019 to 143,659 at the end of December largely due to the difficulty in recruiting new members. This resulted in a shortfall of membership income against budget of £736.20k.

CSSC reacted quickly and decisively to the pandemic by pivoting to digital provision of services and activities for its members. This was critical in retaining similar numbers of members to prior years. CSSC took early steps to significantly reduce costs from March 2020 including restructuring its head office team.

CSSC continued to strengthen our long-standing relationship with the Civil Service through a memorandum of understanding which will offer opportunities for raising the profile of our activities across government departments.

CSSC income £8,732k (2019: £10,754k)

Our Online Shop activity remains incredibly popular however due to the restrictions in place during the pandemic much of the offering was suspended resulting in income reducing during 2020 to £567k (2019: £2,485k).

Due to the pandemic membership fell by 14% which was in marked contrast to the previous 6 years of continuous growth.

CSSC expenditure £8,778k (2019 £12,970k)

CSSC made significant savings in several areas including Head Office costs and Affiliate Grants.

The cost of centrally provided members benefits were reduced in year whilst retaining access wherever possible to English Heritage, CADW and Kew Gardens sites. In addition, Tastecards take away options and a range of new savings complemented those already available through My Savings Plus.

During the year CSSC continued to develop its digital services, enhancing the members experience through the online events system, continually improving the website and further development of the customer relationship management (CRM) system.

Investments

The investment fund at the end of 2020 showed a market value of £12,717k (2019: £12,169k). The Investment Committee meets a minimum of twice a year to review the portfolio with our investment fund managers.

Pension Scheme

CSSC Ltd operates a defined benefit pension scheme. During the year £151k was paid into the scheme as part of a deficit reduction plan agreed with the Pension Regulator

Pension valuation is based on various actuarial assumptions outlined in note 20. The changes in the assumptions and investment performance of the fund during 2020 resulted in a negative movement of £1,293k. This resulted in a pension liability of £478k (2019: Asset £815k)

Going Concern COVID-19

As a result of CSSC restructuring its head office team in 2020 and further action taken to significantly reduce costs going forward the Board have at the time of approving the financial statements an expectation that the company will be able to continue to meet its liabilities as they fall due for a period of at least twelve months from the date of approval of the financial statements.

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 reappoint Kingston Smith LLP as auditors will be proposed at the next Annual General Meeting.

Approved by the Board on 28 April 2021 and signed on behalf of the Board by



Lisa Ong
CSSC Honorary Treasurer

CSSC Comprehensive Income Account for the year ended 31 December 2020

	2020	2019
	£000	£000
		as restated
Income	8,732	10,754
Administrative expenses	(8,778)	(12,970)
Operating deficit	(46)	(2,216)
Interest receivable	37	74
Dividends receivable	145	1,816
Loss/gain on investments	696	1,779
Surplus on sale of fixed assets	-	12
Surplus on ordinary activities before tax	832	1,465
Tax charge/credit on surplus on ordinary activities	(44)	-
Surplus for the year after taxation	788	1,465
Remeasurement gain on pension scheme	(1,324)	380
Total Comprehensive income for the year	(536)	1,845

CSSC Balance Sheet as at
31 December 2020

	2020	2019
	£000	£000
Fixed assets		as restated
Tangible assets	3,500	3,554
Listed investments	12,717	12,169
Subsidiary investments	19,050	19,060
	35,267	34,783
Stock	80	120
Debtors falling due within one year	1,753	1,605
Cash at bank and in hand	1,419	1,020
	3,252	2,745
Creditors: amounts falling due within one year	(2,251)	(2,016)
Net current assets	1,001	729
Total assets less current liabilities	36,268	35,512
Provisions for liabilities	(370)	(370)
Pension asset/(liability)	(478)	815
Net assets	35,420	35,957
Capital and reserves		
Called up share capital	7	8
Profit and loss account	35,413	35,949
	35,420	35,957

The summarised financial information has been derived from the full financial statements of the Civil Service Sports Council Limited, which are independently audited by Kingston Smith LLP.



Lisa Ong



Simon Lee

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