



SUPPORTING LIFE'S
TRUE
CHAMPIONS



Annual Report 2021

CSSC PATRON

HRH The Duchess of Gloucester GCVO

LIFE VICE-CHAIRS

D J Trevelyan CB

F P Krinks OBE

Peter Chapman MBE,

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

VICE-PRESIDENTS

Sir Brian Unwin KCB

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 Lady May

Rt Hon Boris Johnson

Who We Are

In 1921 the Civil Service Sports Council was created 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 can we help our members potentially 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.





Nothing is more important than health, wellbeing and happiness.



Back in 2020, when I was fortunate to take on the role of CSSC Chair, the world looked very different. Lockdown was a new, yet now all too familiar word for us all, COVID cases were on the rise with no signs of slowing and the mood of the nation was markedly sombre. Now, 18 months later, I feel there is much to look forward to and celebrate.

Our centenary birthday was marked on 4 November 2021, beginning a series of magnificent events, most notably our annual awards ceremony at Kensington Palace, graciously hosted by our long-time patron, Her Royal Highness The Duchess of Gloucester. Throughout our 100th year we're continuing to celebrate our century of helping unite the Civil Service and wider Public Sector, with a fascinating range of sports, events and opportunities for members to get involved with across the country.

Closer to home, I would like to recognise and thank Simon Lee MBE for his tremendous contribution to CSSC, the Civil Service and Public Sector in his role as CEO throughout the last ten years. Since 2012 Simon has transformed CSSC introducing exciting new elements and offers, including free access for members to English Heritage, a pioneering discount platform and the signing of the Armed Forces Covenant, among others. All helping to increase our membership rapidly. Simon's award of an MBE was a fitting and much deserved recognition for his contribution to sport and wellbeing. I wish Simon well in his future endeavours.

I am delighted to welcome Matt Bazeley as Simon's replacement. Matt comes from a hugely distinguished career in the Armed Forces. Matt brings with him tremendous energy, experience and enthusiasm, which I know will be invaluable to CSSC as we navigate the future. Matt has joined at an exciting time when restrictions are lifting, the country is winning the battle against COVID and the outlook feels more prosperous for CSSC.

I wish Matt every success in leading CSSC into our next 100 years and I look forward to helping our members enjoy their free time, improve their wellbeing and do more of the things they love, with the people they love.



Mark Fisher



CEO Overview



The past year has, once again, been dominated by the ongoing challenges created by the COVID-19 pandemic. The third lockdown at the start of the year was unexpected and impacted on the recruitment of new members, further compounded by the slow lifting of restrictions and therefore the delayed return of face-to-face activities.

The Head Office team continued to find creative ways of engaging with members and prospective members through further development of virtual activities and benefits – including the new fitness and nutrition platform, CSSC life, and the launch of the CSSC community lottery. The Areas and Regions also continued to provide virtual events, and volunteers across both Areas and sports bodies resumed their physical activities as soon as they were able to.

Our centenary celebrations were curtailed due to restrictions on events, but the Kensington Palace reception in September, hosted by our Patron HRH The Duchess of Gloucester, was a resounding success. We also published *The 100 years of CSSC*, a beautifully illustrated and compelling account of our rich history from 1921. Further celebrations will be held in 2022, including the Centenary Games and the Volunteer Awards Ceremony.

This year has also seen significant progress in strengthening the ties between CSSC and the Civil Service. The teams now have access to senior leaders in many departments, along with growing the existing relationship with the Cabinet

Office team on Active Wellbeing and mental health. It is through these relationships that new initiatives such as the hub wellbeing guides, the 10-4 mental health initiative and CSSCOne have been created. A new 10-year Memorandum of Understanding is due to be signed shortly, to accompany the letter of support for CSSC volunteering. These relationships will remain a key priority in 2022.

Membership recruitment continues to be a priority, highlighted by the recruitment team exceeding their team targets following the implementation of improvements to branding and marketing. A large proportion of our recruitment also comes from word of mouth, which has been suppressed with the reduction in face-to-face activities, but there has been a marked increase in business-to-business (B2B) engagement which is now maturing and beginning to deliver new members.

Whilst the membership numbers have not matched the forecast in last year's operational plan, primarily due to the impact of lockdown three, there are signs of membership starting to level off again, along with a much lower rate of attrition than the previous year.



136k+
Members

The return of face-to-face activities has enabled our volunteers across our Regions, Areas, sports and Departmental Associations to deliver successful events, including the return of physical Regional Conferences. From both strategic and operational perspectives the new National Volunteer Committee will provide a voice for volunteers through to both the Board and Head Office, as well as overseeing the Blueprint trials and supporting the development and delivery of the Volunteer Strategy.

Finally, I would like to take this opportunity, as I stand down from my role after nearly 10 years, to thank the Board, my colleagues at Head Office, and all our volunteers for your support, passion and enthusiasm for our great and unique organisation. It has been an absolute privilege and a pleasure to have served you as Chief Executive, and I wish Matt Bazeley all the very best in his new role.



Simon Lee

Working together to create a happy, healthy workforce and workplace

For employers, implementing comprehensive, robust and engaging wellbeing strategies is a crucial part of HR planning to ensure a positive and inclusive workplace. Not only does this make your workplace an attractive choice for quality candidates, but it also helps retain employees and makes them less likely to look for alternative roles.

It is also clear that encouraging a healthy, active workplace can have a direct impact on productivity. A study of over 1,000 men and women by Harvard Medical School found that those who walked at least 20 minutes a day, at least five days a week, had 43% fewer sick days than those who exercised once a week or less. And if they did get sick, it was for a shorter duration, and their symptoms were milder.

A happy, healthy workforce can make a happy, healthy workplace. Encouraging a good work-life balance with a broad and varied range of benefits, fosters better teamwork, collaboration and sense of inclusion, value and belonging.

We work with hundreds of Public Sector and Civil Service organisations throughout the UK to help them provide their employees with an unparalleled range of sports, events and entertainment opportunities. Our benefits perfectly compliment and expand employers' existing health and wellbeing strategies. All at zero cost to the organisation, with no contracts to sign, no set up fees to pay, no procurement process and no paperwork to complete.



Civil Service

Active Wellbeing 2022



Small steps, big rewards with CSSC. On 17 January, CSSC Sports & Leisure, in collaboration with CSHR, launched the fourth 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, funding and fun with support from Myrtle Lloyd (Director General of Customer Services Group, HMRC).



Kensington

Palace

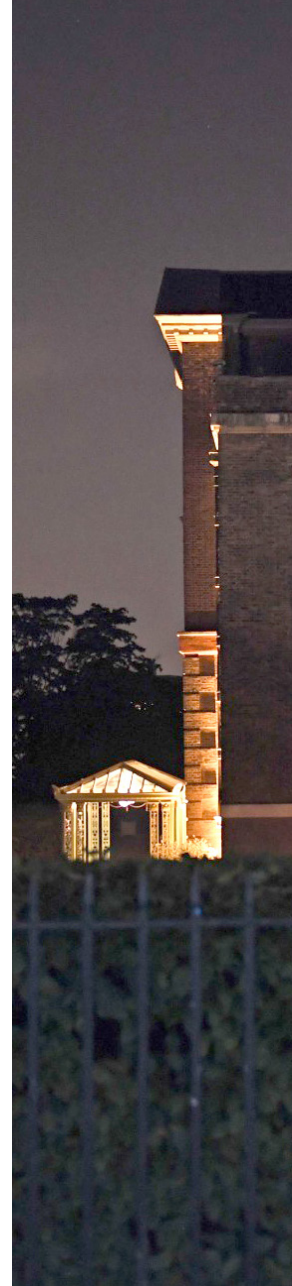
Back in September 2021 we began our year of centenary celebrations in style, at Kensington Palace, graciously hosted by our long-time patron, HRH The Duchess of Gloucester.

Each year, we recognise the incredible achievements of our volunteering community through the CSSC Awards. Despite the impact of the pandemic over the last 18 months, our volunteers have continued to organise and arrange many outstanding events for members. To acknowledge this, we thought it was only right to find a suitable venue for this year's awards. And Kensington Palace proved to be the most stunning backdrop to a magnificent evening.

Over 200 people from all over the country attended. They included permanent secretaries, our key partners, our award winners, members of the CSSC Board, our Chair, Mark Fisher and Her Royal Highness The Duchess of Gloucester, who presented five awards to recognise our volunteering community for its outstanding contributions and achievements.

Her Royal Highness joined guests in the pavilion and gardens, where everyone basked in the warm glow of fine company and spectacular surroundings, which remained open for guests to explore and absorb the history of this magnificent setting.

Congratulations to all our award winners. And most of all, we'd like to issue a huge thank you to everyone who attended the evening and indeed everyone who helped make this most spectacular of evenings, most notably HRH for graciously allowing us to use her magnificent home.





Employee Benefits Awards

CSSC won two awards at the prestigious ‘Employee Benefits Awards’ night, in recognition of our unique 90 minutes of wellbeing benefit and the 5th objective on wellbeing. We won in both entered categories: the Best Alignment of Benefits to Business Strategy & The Best Benefits to Support Work-Life Balance, beating the likes of: Travis Perkins and the University of Lincoln.

The Best Alignment of Benefits to Business Strategy

This award was presented to us for aligning our benefits strategy with our broader business strategy. For living our values and vision through helping our staff to spend time on their wellbeing.

With judges saying: “CSSC had achieved strong cultural change through its commitment to flexibility and accountability. It also showed good alignment between organisational purpose and its benefits strategy”.

The Best Benefits to Support Work-Life Balance

This category recognised our use of the 90 minutes wellbeing time to support staff’s work-life balance. Giving our colleagues the time and freedom to spend on their health and happiness.

Judges said: “CSSC made wellbeing a personal objective, giving ownership to staff and prompting discussion with managers. CSSC had a clear strategy to put wellbeing at the heart of the business, as well as a bold and clearly effective plan”.

The event, held in central London, not only yielded some remarkable networking opportunities but winning these prestigious awards has elevated CSSC to the consciousness of many partners and organisations. These awards represent, we hope, the first of many accolades to come our way. And we should be rightly very proud of our organisation and our successes.



MEMBER BENEFITS

Members' benefits usage was a tale of two halves in 2021. Lockdown and social distancing restrictions impacted usage into late summer before cinemas, attractions and shops reopened. To keep members engaged CSSC life, a digital wellbeing fitness platform was launched in January, followed by the CSSC community lottery in April.



Days out

New 'three-year contracts' were signed with the very popular English Heritage, Cadw and Royal Botanic Gardens, Kew, securing our key partnerships into 2024.

2021 was an incredibly positive year for English Heritage visits, with figures increasing 200% on 2020. Since the end of COVID-19 restrictions, visitor numbers have returned to 86% of 2019 figures, when overall membership numbers were higher. On the other hand, Royal Botanic Gardens, Kew figures were down 10% on 2020 visits. For numerous months when there were no restrictions visits failed to come close to 2019 and 2020 figures. Due to a change in EPOS system, Cadw were unable to provide visitor figures for the year, they expect data to be collected again from April 2022.

Increasing the geographic spread of offers and events was a focus of the product team this year, particularly in Scotland, Wales and Northwest England. Over 25 new local offers were introduced and over 80 exclusive event days were organised. These events were used to build relationships with days out suppliers for 2022 and strengthen relationships with existing partners, including English Heritage and RBG, Kew. These have proven popular, with over 700 tickets purchased for English Heritage jousting events, Christmas trails and virtual talks. 75 members attended exclusive walks and talks at Kew Gardens and Wakehurst. Additionally, over 5000 members entered the ballot for one of 100 Christmas at Kew tickets, showing the potential interest in RBG, Kew with members, which we will look to build on throughout 2022.

£2.8m

Digital Voucher Spend



£12.7m

Total Spend



3k

App Activations



Ecommerce

With COVID-19 restrictions in place for most attractions heading into the summer of 2021, ecommerce days out transactions were slow to build up due to attractions opening throughout the latter half of the year. However, we saw a 14.6% increase on ticket sales compared to 2020.

Cinemas were under restrictions until mid-May and numerous film releases were delayed or moved online, which impacted ticket sales. In September, with the release of James Bond, we did see a rise in ticket sales. Overall cinema ticket sales were 3% up compared to 2020. Cineworld are offering us numerous promotions to drive sales throughout 2022.

During this time when ticket sales were reduced, the ecommerce team were working on improving the search capabilities and members' experiences across the website. As part of this, we are now working with the majority of suppliers to look at moving physical tickets across to digital eCodes and Barcodes. This change will improve the customer experience and reduce fulfilment costs. Work was also undertaken to prepare the launch of a new ecommerce system in 2022, which will continue the improvement of the customer experience in preparation for a better season ahead.

My Savings+

In November the My Savings+ platform was rebranded to CSSC savings. This change was made to bring the platform under the CSSC brand and coincided with the launch of the CSSC savings app, which enables members to make instant savings at the checkout online and instore. By the end of 2021 there were 4,319 app activations and 1,848 in app orders, with forecasts on track for 3,000 app activations a month in 2022.

Usage of CSSC savings was down slightly on 2020. Total spend decreased by 4% from £13.2 million to £12.7 million. Savings also decreased by 8%, impacted by the decrease in reloadable card, voucher and online spend all by over 9%. Digital voucher spend on the other hand increased by 16% to £2.8 million and is forecast to increase further with the new app and continued increase in digital offers on the platform. Lapsed user campaigns in Q4, targeted on CSSC savings spend, have proven successful at reengaging members in 2021 and will continue to drive spend into 2022.

CSSC life

CSSC life was launched in January 2021, as CSSC's health and wellbeing platform. The platform contains virtual exercise classes and programmes, guided mindfulness courses, healthy recipes and wellbeing content and courses.

13,285 members signed up for the platform in 2021. Over the year 24,415 digital gym classes were taken with 35% of classes taken live and the rest on demand. The most popular classes are Pilates, and yoga for beginners, and the combat fitness class.

tastecard

Restaurants were closed at the start of the year, with dining only opening in April and indoor dining reopening in mid-May. As a result of this and a reduction of restaurants on tastecard, tastecard membership redemption has dropped by 10% to 20,713.

Due to the changing dining landscape, tastecard have expanded their takeaway offering and increased the pizza delivery chains they offer in Q4. CSSC also ran gifting tastecard campaigns in October and November which saw strong redemption figures for the last quarter of 2021.

CSSC community lottery

The CSSC community lottery launched in April, with the first draw on 8 May 2021. There have been 2,019 supporters purchasing tickets over the year, with a total of 118,013 tickets sold. Overall, there have been 2,269 winning tickets with 958 individual members having won.

Funds from the lottery are coming back to CSSC to continue supporting member activities and set up a CSSC community lottery fund in 2022.





Colleagues recognised in the New Year's Honours List

Congratulations to our Group Chief Executive Simon Lee and Centenary Development Executive Hedley Featherstone for being recognised for their long-term significant services to their communities, in the 2022 New Year's Honours list.

Both Simon and Hedley have been named as Members of the Order of the British Empire (MBE). A fantastic honour, which they are both delighted to accept for their hard work, passion and dedication to the Civil Service.

Simon Lee

Simon has been recognised for his services to sport and wellbeing, having led CSSC since 2012, he has transformed the organisation, which supports over 140,000 Civil Servants and Public Sector employees across the UK to lead healthier lives. It is under Simon's leadership that CSSC began offering our members free access to English Heritage sites, as well as pioneering our market-leading discounts platform, which includes over 4,000 ways to save. In 2019, Simon signed the Armed Forces Covenant to reinforce the relationship enjoyed between CSSC and the Services since 1922.

Hedley Featherstone

Hedley is a true veteran of CSSC, having joined in 1991 after 20 years in the Civil Service. It was soon after joining the Civil Service that his passion for volunteering and sport began, volunteering for the Health and Social Security Recreational Association (HASSRA) and later seconded to Regional Secretary as well as National Deputy Secretary. Since joining CSSC Hedley's contribution has been significant, including the development of its first accreditation and training programme for volunteers and overseeing our centenary celebration programme of events.

Congratulations to Simon and Hedley for this truly deserved award.

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.

VOLUNTEER OF THE YEAR



WINNER – ROBERT GILLIES

The winner Robert Gillies has gone above and beyond, volunteering for CSSC during lockdown. He has instigated and managed the “Grow Your Own” initiative, encouraging CSSC members to look after their health & wellbeing by planting seeds.

RUSSELL SCOTT TROPHY



WINNER – EAST KENT AREA ASSOCIATION

This award is given to the Area Association with the best all round record in a particular year. 2020 has been a challenging year for everyone, and the winner has demonstrated that they have made a significant impact on the members offering package especially given the difficulties faced during the COVID-19 pandemic.

INNOVATION AWARD



WINNER – MARIA KERR

When lockdown began Maria sprang into action for LR Leisure and she was delivering online virtual events including quizzes, bingo, board games and other online competitions. Maria introduced monthly challenges that would allow people to stay involved throughout the month, giving them purpose, challenges and goals to achieve both physically and mentally.

FELLOWSHIP AWARD



WINNER – DEBRA ALLOTT MBE

Debra has achieved many firsts with CSSC, becoming the first female to be appointed into a Regional Chair role for what was then the Yorkshire Region, and becoming the first Volunteer of the Year in 2007!

MERIT AWARDS



**WINNERS – BARBARA STANAWAY, ERNIE VICKERY, JEF THOMPSON,
JOHN CRANWELL WARD, JOHN HOGG, PETER MOORE, RUBINA
CURTIS, SUE JOHNSON, RUTH BENTLEY**

“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

136,000+ 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

ELAINE BENN

Board Vice Chair & Chair of Volunteer Committee,
Chair Appointments Committee

Professional background

Elaine's civil service career took her from Administrative Assistant to Director in both DWP and HM Revenue & Customs.

She worked in operations in her early years, followed by various Policy, Strategy and Programme Director roles. As Personal Tax Transformation Director, Elaine implemented new services: the online Personal Tax Account; online help; web chat; digital mail scanning; and the biggest multi-channel contact platform in Europe.

Latterly, she became the HMRC Customer Director, supporting and challenging the Department to use customer insight to design improved strategies, policies and services. She established: the biggest behavioural insight and research team across Government; and a Customer Journey team to undertake design work in key areas such as EU Exit.

CSSC / Relevant experience

Elaine formed and led a national volunteer network of her fellow members of the senior civil service in HMRC to support and mentor talented people outside London, wishing to progress in their careers. She also brings experience gained from years of voluntary coaching and mentoring, and a spell as Secretary of the 1st Tadcaster Scouts Group to her various Board roles.

IAN CAMPBELL

Board Vice Chair & Chair of the Sports & Leisure Committee

Professional background

Sport has played a large part in Ian's life from fulfilling his childhood ambition of having a career as a full-time professional footballer to representing Scotland as an athlete. Unfortunately like many young footballers the dream did not turn out as planned and he had to get a 'real job' when he started as a Clerical Assistant in the Scottish Office in 1997.

Ian's career spanned over 40 years in Government including a spell in Whitehall in the 1990s before a return to Scotland in 1999 saw him involved in the work to establish the Scottish Parliament. He went on to lead a range of teams, most notably the successful Government Glasgow Commonwealth Games 2014 Bid Team. In 2008 Ian and his family moved to Belgium until he retired in 2020 as Head of the Scottish Government EU Office.

CSSC / Relevant experience

Ian has been a member of CSSC for over 30 years. One of the highlights of his time was when he was player/manager of the Civil Service football team in London and won the AFA Senior cup in 1997.

LISA ONG

Board Vice Chair & Honorary Treasurer

Professional background

Lisa has worked in the investment management industry for 15 years, in multi-billion dollar global investment firms. During her tenure in investment management, she has frequently interacted with senior management teams of corporations to discuss financial matters and strategy. She has been involved in stakeholder committees in the investments she and her firm are involved in. She has also worked in investment banking and is a CFA Charterholder.

CSSC / Relevant experience

Lisa looks forward to utilising her experience in finance and investments in her role with CSSC and helping the organisation in achieving its financial and strategic goals. Her parents are both civil servants in Malaysia (and so are many of her family members in the UK and Malaysia). She loves sports, having represented her state in Malaysia in badminton, competing at a national level for more than five years. She was the Captain of her college badminton team and while at university in Australia, represented her college in badminton, tennis and table tennis.

SAM GUILDING

Elected Board Member



Professional background

Sam is currently Head of Marketing for a financial consultancy company with over 10 years of experience working across all aspects of digital and traditional marketing including PR and social media, across multiple sectors.

In her current role, she manages all aspects of marketing, working directly with the senior team to develop and execute campaigns across key target markets to aid lead generation and increase brand awareness.

CSSC / Relevant experience

East Kent Event Organiser, running many successful leisure outings, as well as sports events outside of the traditional norm from water sports to curling! A passionate volunteer committed to offering inclusive events.

Dedicated to her local area offering, throughout the pandemic, Sam provided small, safe, inclusive micro-events between lockdowns, as well as providing members with an active online community, helping to increase membership throughout. Sam was newly elected as a board member in summer 2021.

NAOMI HICKEY

Elected Board Member



Professional background

Naomi's been a civil servant for 23 years, working for DWP, HMRC and currently Home Office. Roles varied from operational work processing tax credit claims & Subject Access Requests to working on a communications team to produce in house magazines, website articles and establishing Sports & Social DA Committees across three locations. This involved monitoring committees against constitution & governance responsibilities. Her career progressed to one of a Business Support role/PA for senior managers (G7 – SCS2) before currently working as a Business Change Support Manager within the UKVI FBIS Project Delivery team.

CSSC / Relevant experience

CSSC member for 23 years, Naomi joined Preston & Chorley CSSC committee in 2003, to help DAs and AAs work closely together, benefiting the members. She's been Communications' Officer helping raise awareness of benefits of CSSC/events. She's organised a variety of successful events within area/region, becoming a member of North-West Regional Board in 2004 where she was part of the team piloting Online Shop Concept, which has become a huge success nationally. She is also proud to be a CSSC Merit Award winner.

MICHAEL MAINON

Elected Board Member



Professional background

Michael currently works for DWP as a Disability Employment Adviser Leader.

He organised his first Christmas office party in 1983 and has continued to help people enjoy themselves throughout his volunteering with CSSC.

Michael founded the Civil Service Rugby League in 1984 and was instrumental in adding Rugby League to the CSSC sports calendar and championed regular fixtures with the Armed Services.

CSSC / Relevant experience

Michael is currently Diversity officer for the North-West and also the Skittles organiser for the North-West region. Michael is currently Hon secretary of Civil Service Cricket and has been involved since 1994, as well as the current Chair of Bolton Area since its inception.

Previously on the NW management board, Michael is really proud to have been a Merit Award winner. Interestingly, Michael has been a magistrate for 27 years.

FRANCIS SMITH

Elected Board Member



Professional background

Francis is currently the CEO of St Johnstone Community Trust, a charitable football organisation delivering on sporting and social outcomes. His previous background includes working in athletics as a national club manager, operations manager at a book company and before those roles he was 16 years with the MoD.

CSSC / Relevant experience

Francis has held various volunteer roles, including Area Chair, Secretary, Regional Chair and Sports Liaison Officer. He has organised sporting and leisure events and is also an ex-employee of CSSC.

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

PETER ELLWOOD

Peter was a staunch supporter of the Annual Championships, playing first in doubles in 1980 and 1981, then in the Singles from 1982, until the last recorded entry in the open singles in 2009. He also played extensively in the veteran events, being runner-up in the singles in 2014 and in the mixed doubles in 2018. Peter also played in the Team Championships for both HASSRA and SPARTA.

Peter represented the Civil Service in several of the matches he arranged during his time as men's Captain from at least 1998 until 2018.

In 2009 Peter took over as Chair of the Association and organised the distribution of Wimbledon tickets until ill health forced him to stand down from both roles early in 2019.

During various CSSC Games, Peter organised and played in our tennis events, sharing his immeasurable passion for the sport, ensuring a fantastic tournament for all who took part and watched. And so, it is during this year's tenth CSSC Games where Peter will be missed yet remembered most fondly.



The Board present their report and the accounts for the year ended 31 December 2021.

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 £85k (2020: operating deficit of £46k). As a result of the continued impact of coronavirus and lockdowns, CSSC experienced a further reduction in membership income in 2021. Membership fell from 143,659 at the end of 2020 to 136,647 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 £168k.

CSSC continued to strengthen our long-standing relationship with the civil service through the annual memorandum of understanding which will offer opportunities for raising the profile of our activities across government departments. A draft 10-year memorandum of understanding has also been agreed which will demonstrate a mutual commitment to the strategic aims of the relationship.

CSSC has built on the learning from the difficult pandemic period, developing mature insight tools to ensure that the member offer evolves to meet the ever-changing needs of both current and potential members. This, alongside new products, and services including the CSSC community lottery and CSSC life, has raised CSSC's profile to new audiences as well as driving additional income streams.

As with many businesses, there is a continual improvement programme for enhancing digital marketing and to upgrade the member facing website, along with the recruitment of a dedicated PR agency to help further grow brand awareness of CSSC in its target markets. This work has significantly increased CSSC's Net Promoter Score to meet, and often exceed, similar companies in the health and wellbeing space.

CSSC income £8,239k (2020: £8,732k)

Our Online Shop activity remains incredibly popular. However, due to the restrictions in place during the pandemic much of the offering was either suspended or reduced, resulting in continued lower income during 2021 of £727k (2020: £567k).

Due to the continued impact of the pandemic, membership fell by a further 5% in 2021, a total decline during the two years of the pandemic of 18%, which was in marked contrast to the six years of continuous growth between 2014 and 2019.

CSSC expenditure £8,324k (2020 £8,778k)

CSSC continued to make significant savings in several areas, including central costs and Affiliate Grants, to reduce the impact of the pandemic on the organisation.

The cost of centrally provided members' benefits were reduced in year while retaining access wherever possible to English Heritage, Cadw and Kew Gardens' sites. In addition, tastecard's takeaway options complemented those already available through CSSC savings. Additional virtual member benefits were secured, including a new health and wellbeing platform 'CSSC life'.

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

Investments

The investment fund at the end of 2021 showed a market value of £14,333k (2020: £12,717k). 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 £50k was paid into the scheme to contribute to the schemes' running costs as agreed with the Pension Scheme Trustees.

Pension valuation is based on various actuarial assumptions outlined in note 20. The changes in the assumptions and investment performance of the fund during 2021 resulted in a positive movement of £599k. This resulted in there being no pension liability in 2021 (2020: Liability £478k).

Going Concern COVID-19

As a result of the significant savings that have continued in 2021 due to CSSC restructuring its head office team in 2020 and further action taken during the year 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 27th April 2022 and signed on behalf of the Board by



Lisa Ong
CSSC Honorary Treasurer

CSSC Comprehensive Income Account for the year ended 31 December 2021

	2021	2020
	£000	£000
Income	8,239	8,732
Administrative expenses	(8,324)	(8,778)
Operating deficit	(85)	(46)
Interest receivable	39	37
Dividends receivable	1,360	145
Gains/(losses) on investments	926	696
Surplus on sale of fixed assets	40	-
Realised Gains/(losses) on investment	801	-
Surplus on ordinary activities before tax	3,081	832
Tax charge/credit on surplus on ordinary activities	(115)	(44)
Surplus for the year after taxation	2,966	788
Remeasurement gain on pension scheme	599	(1,324)
Total Comprehensive income for the year	3,565	(536)

CSSC Balance Sheet as at
31 December 2021

	2021	2020
	£000	£000
Fixed assets		
Tangible assets	3,235	3,500
Listed investments	14,333	12,717
Subsidiary investments	19,050	19,050
	36,618	35,267
Stock	94	80
Debtors falling due within one year	966	1,753
Cash at bank and in hand	3,250	1,419
	4,310	3,252
Creditors: amounts falling due within one year	(1,573)	(2,251)
Net current assets	2,737	1,001
Total assets less current liabilities	39,355	36,268
Provisions for liabilities	(370)	(370)
Pension asset/(liability)	-	(478)
Net assets	38,985	35,420
Capital and reserves		
Called up share capital	7	7
Profit and loss account	38,978	35,413
	38,985	35,420

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



Matt Bazeley

CSSC Sports & Leisure
Compton Court, 20-24 Temple End,
High Wycombe, Buckinghamshire, HP13 5DR

01494 888444
headoffice@cssc.co.uk
ww.cssc.co.uk

REGISTERED UNDER THE CO-OPERATIVE AND COMMUNITY BENEFIT
SOCIETIES ACT 2014
REGISTERED NO. 9685R

