



SUPPORTING LIFE'S  
**TRUE**  
CHAMPIONS



Annual Report 2022

# CSSC PATRON

---

HRH The Duchess of Gloucester GCVO

## LIFE VICE-CHAIRS

---

D J Trevelyan CB

F P Krinks OBE

Peter Chapman MBE

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

Simon Lee MBE

## 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 Sir Tony Blair KG

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, over 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, discounts, 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.



I am continually reminded of why CSSC is so vital for today's civil service and public sector.



**2022 was a year of transition for CSSC. I feel that we successfully navigated the trials and tribulations of the latter stages of the global pandemic. But we have also had to account for the impact and consequences of a European security situation and cost of living crisis. A difficult year in many respects.**

As we look forward to our next 100 years of supporting Life's True Champions, I am continually reminded of why CSSC is so vital for today's civil service and public sector. And why I am so honoured to Chair this essential and wonderful organisation.

The impact of the rising costs of living continues to be felt by us all. From higher energy costs and food bills to the increase in demand for our members' time as they steer the country forward. Therefore I am immensely proud of the part which CSSC is playing in helping the country, our members and their families. Not only to save money on all of life's essentials, but to enjoy their free time and to enjoy the opportunities to stay active, motivated, inspired and engaged.

Throughout the year, the Head Office Team, drawing on feedback and input from our volunteers, have been working hard to carefully review and sympathetically update our sports and volunteering strategies. These improvement plans are now available on our website to read and I urge you all to explore the comprehensive findings and recommendations, which will help ensure CSSC remains at the forefront of public sector and civil service benefit providers for years to come.

I'd like to take this opportunity to thank you all for your care, compassion, hard work and exceptional dedication throughout 2022. And I look forward to sharing in our successes as we grow our membership and deliver benefits and support to more members.



Mark Fisher









12 months into my appointment at CSSC it is clear that the role and contribution that we can make to our members, is as important, if not more so, than ever. However, the operating environment and the need for us to really understand what our members want, what events and activities they enjoy, and how we can provide them with the sports, leisure and discounts that they seek, is critical. We have been working hard to improve our understanding of the data around our business, so that we can better understand the demands and wishes of our members.

There can be no doubt that 2022 was a complex and challenging year for the Global and British economies, CSSC and many of our volunteers and members. The anticipated recovery, as Covid control measures lifted, never materialised and we rather lurched into the realities of a politically complicated summer, a European security crisis, a global fuel crisis and a national cost of living crisis. All of this inevitably affected the operating year from a CSSC perspective.

The pandemic years resulted in a 30,000 fall in CSSC membership, with a resultant drop in membership subscription income, of about £1.5M a year.

Therefore, in the 2023-28 Strategic Plan, which was endorsed by the CSSC Management Board in Dec 2022, we have made membership growth our main effort. We continue to explore the most effective mechanism to reach out to both our existing and prospective members. Work on improving and enhancing our communications, brand awareness and marketing are key if we are to gain members and prosper in the longer term. Improvements to our website to enhance the functionality and ease of use, are key aspects of improving the member's customer experience. Hybrid lifestyle and working patterns have undeniably changed the way in which we need to communicate and engage with both current and potential members. In some areas, the nature of the traditional working environment has changed significantly post Covid and "walking the floors" is no longer an effective recruitment ploy, when much of the workforce have adopted hybrid working. We are working hard to enhance our business-to-business (B2B) offer, with a particular focus on breaking into the Local Authority sector. This represents a 1.7M workforce, into which we are going to seek to gain greater penetration of over the coming years. We know that our website is a source of frustration to many users. Over the last 6 months we have made strides to improve and simplify the website and will continue to do so. In 2023 there will be further improvements to the recruitment website and new joiner journey and greater simplification



**c. 136k**  
Members

and ease of use for members and volunteers on the customer support side.

These are exciting times for CSSC, and we genuinely appreciate the loyalty of our members and continued support of our volunteers. The need for what we offer remains as important as ever. We are looking at how we bring our Governance structures and processes up to date, how we improve our ED & I effect, how we adopt a more sustainable and environmental programme and how we enhance our partnered offers to better satisfy our members' needs. There is a great deal to do. But if we wish to see CSSC flourish and provide the best possible support to our members, we must seize this moment and make progress.



Matt Bazeley OBE

# Working together

## to create a happy, healthy workforce and workplace

Employers continue to increase the level and value of an engaging, robust, wellbeing strategy and provision for their employees and this remains a crucial element of any HR team planning for the year ahead. Through this enhanced provision it creates a truly positive and inclusive workplace which in turn attracts more high calibre candidates to fill vital roles, whilst retaining highly valued and sought after employees.

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 and more productive 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.

Throughout 2022 we implemented Government account management processes into the organisations we work with, primarily within departments and agencies and Local Authorities, which were our core focus last year. By providing the organisations with more dedicated health and wellbeing resource and more comprehensive support we perfectly compliment and expand the employers' existing health and wellbeing strategies. We saw the evolution of the 'Looking After You' workplace wellbeing guide through development with the GPA flagship hub in Birmingham which supported those staff relocating into the new Government hubs. We continue to provide an ever-improving service and developing bank of focused materials and still with zero set up fees, zero ongoing costs, no contracts and no procurement requirements to organisations.

If your public sector organisation isn't giving you an employee benefit package that really looks after your health, wellbeing and wealth, they need to talk to us.







HM Government

Civil Service

# Active Wellbeing 2023



This year's active wellbeing was the most successful event we've ever hosted, with 30% more participants than we anticipated.

The theme this year was to get less active people more engaged and with the help of our new partners 'Big Team Challenge' we hosted an Around-The-World Challenge encouraging everyone to get involved and see how far they could go, by using whatever means of movement they chose.

Whether skipping, walking, scooting, running or a hundred different activities, all 9,000+ participants contributed to the 1.3Billion steps taken to reach our goal.



**9,088**  
participants



**3.8 Billion**  
steps logged



**600**  
digital packs downloaded



**80**  
departments involved



**50**  
prizes won



**2130**  
teams

## CSSC GREEN

In July 2022 we introduced a new CSSC Green Mission Statement to provide the foundation for CSSC's sustainability efforts. It provides CSSC and its stakeholders with an understanding of what's most important and our aims to help protect the natural world and be more socially responsible.

We announced our exciting new environmental initiative to coincide with Plastic Free July, which is a global movement to highlight and reduce the amount of plastic pollution.

CSSC green is our pledge to develop a programme of local and national actions, events and activities to demonstrate our commitment to becoming more sustainable and reducing our impact on the planet.

We will provide the tools and tips to help members lessen their footprint and recognise those areas and regions that best demonstrate their commitment to hosting sustainable events and activities with awards and rewards.

Throughout the first half of 2023, we plan to lay out our proposals to become a champion for sustainable public sector businesses. We invite you to join us on our ongoing journey to better safeguard the planet for future generations.

Volunteers have already been engaging with this, and East Kent is a great example, where a local volunteer works with the council to organise localised beach clean ups. The events have proven to be popular, with some 30+ attendees from CSSC. We are hoping these become more popular across the country and we see more eco-friendly events in the green space.

Looking ahead, we are organising synchronised community clean up events around the nation on World Earth Day (22 April). We are also encouraging volunteers to think about what other eco-friendly events we could be offering, such as seed bomb making workshops (already in motion) or craft events using recycled materials.

To find out more visit: [www.cssc.co.uk/cssc-green](http://www.cssc.co.uk/cssc-green)





# Memcom Membership Excellence Awards

Congratulations to the team behind our members' magazine Podium, for being shortlisted for an excellence award.

We relaunched our popular members' magazine 'Leisure Scene' back in November 2021 to commemorate our centenary. As part of the relaunch the magazine was renamed as 'Podium' and grew to not only include more features on a broader range of topics, but also included a glossy new look and feel.

Rewarded for a superb new issue, CSSC was shortlisted to receive the 'Best Relaunch of a Member Magazine' by the Memcom awards.

Being pipped to the post by the eventual winners the 'Royal College of Speech and Language Therapists' was not enough to dampen the enthusiasm or honour felt by the publishing team, who are currently working on issue five, scheduled for September.







# MEMBER BENEFITS

CSSC members are able to enjoy thousands of exclusive discounts and savings. Including FREE, unlimited, year-round family entry to Cadw, English Heritage and Kew gardens. FREE entry to National Trust for Scotland with corporate cards and discounted entry to Historic Scotland. Plus, loads more offers, discounts and benefits.



## Days out

At CSSC, we're always looking to provide our members with exclusive opportunities and experiences. That's why we're proud to have partnerships with major suppliers like English Heritage, Cadw and Kew, which have strengthened over time.

In 2022, there was a 10% decline in English Heritage visitor numbers, compared to the previous year. However, October marked the highest number of site visits since 2015, and we're excited to announce that in 2023, CSSC members will have access to some new and exciting exclusive English Heritage events.

Similarly, Kew Gardens experienced a 15% decrease in visitor numbers during 2022. However, CSSC members were able to take advantage of exclusive opportunities, such as early access to the Orchid Festival, guided walks, running and cycling events. In January, members had a chance to help set up the 26th Annual Orchid Festival.

In addition to these partnerships, CSSC also offered over 70 ticketed events across the UK, from garden shows to sporting activities.

In July, we launched a new offer with Evan Evans, which provide a range of discounts for London attractions. This offer has been a hit with members, with over 1,000 tickets purchased from July to December.



**34%**

Digital Voucher Spend Increase



**5%**

Total Cashback Increase



**19k**

New App Activations



## CSSC savings

Helping our members save money and get the most out of their membership is our top priority. We're proud to announce that in 2022, we saw a 34% increase in total logins to the CSSC savings platform compared to the previous year. This resulted in an 8% increase in total spend, from £12.7 million to £13.7 million.

While there was a slight decrease in spend on reloadable cards, we've seen a significant increase in digital voucher usage, with members enjoying the flexibility and convenience they offer. In fact, digital voucher spend increased by 34% in 2022.

We're also pleased to report that our members are benefiting from the CSSC savings platform in more ways than one. Total cashback received increased by 5% during the year, and the total savings that members benefited from increased by 15%.

The CSSC savings app, which launched in 2021, continues to be a popular feature among our members. We have seen over 19,000 new activations during 2022, as members take advantage of the app's ability to provide instant access to great savings. With the CSSC savings app, members can order digital vouchers and reloadable gift cards on the go, making it easier than ever to save money and make the most of their membership.

## Ecommerce

The number of tickets for days out, sold through our eCommerce platform, increased by 33% in 2022. A number of new leisure offers have been provided, including: Folly Farm, Drusillas Park, Blackpool Zoo, M&D's in Scotland and Blenheim Palace. We've improved our member experience with easier ticket redemption, including migrating from physical tickets to eCodes for Edinburgh Zoo, helping to increase visitor numbers by 60%.

The new Adobe Commerce platform has provided an efficient and prompt way for members to purchase eCodes on a 'just-in-time' basis and allowed members to select their cinema location before adding tickets to their baskets, simplifying the member journey.

Supported by marketing, there have been a number of regional campaigns during the summer, which saw consistently high email open rates of 38%, helping to advertise and promote our offers and partners.

## CSSC life

CSSC life has proved popular with members since its launch in 2021, with over 20,000 total sign-ups for the platform. The live exercise classes and programmes vary each month, with new wellbeing content and courses being added regularly.

Each month, CSSC life offers a range of live exercise classes and programmes, with new wellbeing content and courses added regularly. In 2022 alone, we saw over 29,000 digital classes attended, with Pilates, Active Agers, and Yoga being the most popular classes viewed and booked. We're proud to say that the total number of views in 2022 increased from 24,415 to 25,293.

CSSC life isn't just about exercise. Members have also been enjoying a range of wellbeing content on the platform, with mental health being the most viewed category, followed by nutrition, lifestyle, and fitness.

In February, we launched the ten:four campaign in association with CSSC life. This initiative featured a series of bite-sized wellbeing videos, encouraging members to take time for themselves and learn a new skill in just 10 minutes. The campaign was a great success, with members responding positively to this new resource.



## CSSC community lottery

The CSSC lottery community fund was launched in 2021 to support community projects and encourage participation. Over the past year, there have been over 2,041 supporters purchasing tickets, with a total of 165,090 tickets sold and 3,469 winning tickets in 2022.

In November, we launched a special promotion for members who signed up before the end of December. Not only were they in with a chance of winning cash prizes of up to £25,000, but they also had the opportunity to win £1,000 worth of John Lewis vouchers.

The funds raised through the lottery are coming back to CSSC to support member activities. The community lottery fund has already made a difference in the lives of our members - we were able to provide funding to CSSC Edinburgh Sailing Club to help more members enjoy the thrill and excitement of a day's sailing.





# A year in sports

**In the aftermath of the pandemic it has been liberating to get back to what CSSC does best. Helping our members to stay active and maximise their free time through our comprehensive range of sports and events.**

Despite the unforeseen cancellation of the CSSC Games in respect to the sad passing of our historic patron, HM Queen Elizabeth II, 2022 has seen the reintroduction of some major sporting competitions.

## **Civil Service Rugby at Cardiff Arms Park**

On 25 May civil service rugby teams from England and Wales came together to replicate the historic match from 1923. Wales were victorious on the night, beating England 51-26 in a high-spirited friendly match which showcased the best of civil service rugby in front of hundreds of spectators. The match also raised over £1,000 for the Wooden Spoon children's charity of rugby.

## **Centennial Annual Tennis Championship**

Over three days from 22-24 July at Home Park Tennis Club with the stunning backdrop of Windsor Castle, CSSC held its annual Tennis Championship commemorating the 100th National Championships, which originated as the Civil Service Open in 1922.

The event was made even more special by a visit from our Patron HRH The Duchess of Gloucester, who met with all those involved. An ITN film crew were also in attendance gathering footage for a news-style programme hosted by Louise Minchin: 'Fitness for Everyone'.

## **The Queen's Platinum Jubilee Challenge**

On 18 May, CSSC in partnership with the Civil Service Athletics Association, hosted the Queen's Platinum Jubilee Challenge at Battersea Park, London, a 5K and 10K run for CSSC members.

Over 250 competitors took part over the two races on what proved to be an exceptionally warm afternoon. Yet, unusually fine weather was not enough to keep the eventual winners from leading the packs round the course in 31 minutes for the 10K and 18 minutes for the 5K.



# Christmas Wreath Making

Due to the huge success and popularity of the previous year's Christmas wreath making activity, the Telford Area Association managed to increase capacity to deliver this fun, arts and crafts event to even more members. Despite the extra places, it still managed to sell out extremely quickly with a waiting list of double the capacity.

To help get attendees into the festive spirit, everyone enjoys mince pies, chocolates, some raffle tickets and everything they need to design and build their beautiful, bespoke creations.

Annette McDonald MBE, Telford & District AA Secretary continues. "We link with a local florist, who supplies everything we need to make a luxury wreath to take home. The florist gives a full demonstration and remains on-hand to support, advise and encourage during the session."

"We wanted to put on an informal event that everyone was welcome to join, especially those who may be on their own, yet not feel out of place. So many of our other events are around coach travel, meaning you may only get to speak to whomever is sat next to you, whereas this activity allowed members to socialise much more widely"

Having something you get to take home with you and keep, as well as gaining skills you can use for years to come seemed to really resonate with people, so much so, that some members brought their own embellishments, like feathers to add to their creations. Such was its popularity, the Telford AA hope to host a Spring wreath making class, together with another Christmas class in 2023.

This event not only seemed so much fun and was so well received but was also quite simple to arrange and helped local businesses grow and advertise their services.





# Elite Fund Recipients

## Jodey Hughes

In 2018, member Jodey Hughes, Deputy Head of Campaigns for HM Revenue & Customs, was the deserving winner of our Sportsperson of the year. As a competitive weightlifter in the 58kgs category, Jodey represented Scotland and HMRC at the Commonwealth Games.

As an incredible athlete, we were only too happy to help fund Jodie's dream of competing at an international level. So, when the opportunity arose once again to help Jodie to compete at the 2022 Commonwealth Games in Birmingham, we jumped at the chance.

Despite an incredible effort, Jodie was unable to challenge for the medals on that occasion. But, thanks to her determination, with the help of our funding and partnership, Jodey continues to train hard, focus on the future and inspire future generations of athletes with motivational talks at local schools.





## Joe Appiah

As record holders go, they don't come much more inspirational than Joe Appiah. In July, Joe not only won his 3rd gold at the World Masters Championships in Finland, but he also set a new Championship and European record in the M50 100m hurdles at 13.71 seconds.

Competing at an elite level, especially overseas, comes with many expenses, such as travel, training, accommodation, nutrition, physio and equipment. So, any help or support is extremely welcome.

As if being a world record holder in multiple disciplines over the age of 50 wasn't enough to test Joe's tenacity, in 2021 he was diagnosed with stage 2 prostate cancer. Thanks to an early diagnosis and exceptional medical treatment and remarkable health, Joe is well on the way to full recovery and continues to compete at the very highest level.

As an inspiration to millions, Joe works with Prostate Cancer UK and NHS England to raise awareness of cancer and has appeared on BBC breakfast twice to share his story.

**You can read our interviews with both Jodey and Joe in the latest edition of our members' magazine, Podium.**



# 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 – PAUL HOWELLS

# SPORTSPERSON OF THE YEAR



WINNER – JOE APPIAH



# INNOVATION AWARD



WINNER – CLIVE ARNOLD

# FELLOWSHIP AWARD



WINNER – CHARLIE MILLS

# WELLBEING AWARD



WINNER – DONNA SWARBRICK  
& MARIA KERR (LAND REGISTRY)

# HAYWARD TROPHY



WINNER – CIVIL SERVICE  
GOLF SOCIETY

# MERIT AWARDS



**WINNERS – DEANA BELL, CHARLIE HEDGCOCK, NEIL VICK,  
PAUL BEBB, GARETH EDWARDS, ALAN BROWN, ROD PEPPERELL**

“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

c.136,000 Members

CSSC Board

Resources Committee

Sports & Leisure  
Committee

Volunteer Committee

76 Area Associations

11 Regions  
(9 Regional Boards)

32 Workplace Associations  
affiliated

64 HFCs &  
3 Alpha  
Gyms

18 Premises inc  
Sailing Clubs &  
Angling Waters

16 Sports &  
Recreational  
Bodies

17 National  
Organisers

c.1,200 Volunteers (1,400+ Volunteer Roles)

60 Head Office Staff

# DEBRA ALLOTT MBE

Elected Board Member

## Professional background

Grade 7 in DWP Operational Delivery

## CSSC / Relevant experience

I have been a CSSC volunteer in various guises for nearly 20 years.

Whilst on the Board of Management for HASSRA I realised that CSSC members in South Yorkshire didn't have an Area Association, so I set one up. I remain a committee member/organiser in this active club, which won the Russell Scott Trophy within five years of conception.

I was appointed as the first female Regional Chair (CSSC Yorkshire) and, following a merger of the North East and Yorkshire, chaired both regions. I always champion fairness, so we were ahead of the game with aligning discounts/T&S claims (prior to CSSC policy changes) and with 'open all areas' agreements.

I was the first to win the Lord Turnbull trophy as CSSC Volunteer of the Year in 2007, presented by Lord Turnbull himself.

I have also taken part in CSSC focus groups, I'm on the awards committee and saw it as a natural progression to apply to be a Board member in 2022.

I am also an active sportsperson, competing in many CSSC competitions and the CSSC Games.

# DAVID WELLS

Re-elected Board Member

## Professional background

During my civil service career I was a business analyst, project manager, operations manager and policy impactor (I think they call that 'rounded') and worked for three different departments. However, the role I enjoyed the most was as a business analyst. It is my business analyst skills I want to bring to the Board, analysing the business and ensuring good decisions are made for the benefit of the members.

## CSSC / Relevant experience

I have been the CSSC North East Region Chair and am currently the CSSC Tyne, Wear Northumberland Chair. I have been RCSL Assistant Secretary and a CSSC Regional sports organiser. As such I have a very broad understanding of how CSSC works and will be able to actively contribute to its future development.

## MATT BAZELEY OBE

CHIEF EXECUTIVE

Educated in rural Oxfordshire and then less rural Glasgow, Matt completed an Economics degree at Brunel University in London. He then began a short career in the printing and advertising industry. However, in 1991 he decided on a radical career change and so followed over 30 years of service in the British Army with operational experience in Bosnia, Kosovo, Iraq, Afghanistan and across South Asia and Africa. He completed an MBA (Defence) with Cranfield University, is a Fellow of the Institution of Royal Engineers and has a wealth of operational and strategic planning experience. He has held numerous leadership appointments, including on multiple deployments to Iraq and Afghanistan. His final appointment was on secondment to the US Military. He retired as a Brigadier.

In March 2022 he took up the appointment of Chief Executive of the Civil Service Sports Council. Matt is married to Becci and they have two sons (24 & 21), two dogs and 3 ducks. He is passionate about the role and benefit to the individual and the community of sports, health and wellbeing. He has an enduring love of all sports but particularly enjoys rugby, cricket and skiing, despite his ageing knees, and enjoys the long walks associated with playing golf poorly. He firmly believes that sport and exercise can make a huge contribution to an individual's physical and mental health, as well as offering the benefits of interacting with family, friends and colleagues. He continues to play as much sport as he can and enjoys running with the family dogs. He is President of Royal Engineers Cricket, a member of the Army Rugby Union, plays at Aldenham Cricket Club and can be found supporting Oxford United Football Club most Saturdays.

## 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 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 19 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**  
HEAD OF PROGRAMME  
DELIVERY



**DAISY PENFORD**  
HEAD OF SPORT AND  
PHYSICAL ACTIVITY



**LAUREL SPRING LAYMAN**  
STRATEGIC PEOPLE  
PROGRAMME MANAGER



**STUART SLAVICKY**  
HEAD OF MARKETING  
AND COMMUNICATIONS



**LAUREN FAIRHURST**  
PEOPLE AND CULTURE  
MANAGER

## ALBERT PARKER

---

Albert Parker or 'Ginger' as he was fondly known to us was a great CSSC volunteer for many years and his contribution to Archery was immeasurable. His passion ensured that numerous members had the opportunity to enjoy the sport and his knowledge was unrivalled.

A charming man who always had time for everybody, many were inspired by his gentle nature and willingness to help out. Ginger was a big personality and his openness and engagement with colleagues at events including regional conferences was outstanding, he always wanted the very best for everyone, not least our members.

We are truly honoured to have had Ginger on our team and we will miss him greatly as he really was a one of a kind. We are so grateful to Ginger for this and everything he did

## TONY HISCOCK

---

Tony was a truly outstanding volunteer for CSSC for a long time and his participation in angling was greatly appreciated by all who worked with him and knew him. Tony's warmth affected all those who had the pleasure and joy or sharing in his encyclopaedic knowledge of Angling. He made so many friends along the way that both loved and respected him.

With such a huge personality, Tony shared his love of angling with the whole community particularly in the South West. Having been a recipient of a Certificate of Recognition and multiple winner of the Regional Sports Organiser of the year award, we are forever grateful to have known and worked with Tony over many years.

## The Board present their report and the accounts for the year ended 31 December 2022.

### 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 £553k (2021: operating deficit of £85k). CSSC experienced a further reduction in membership income in 2022 which was primarily due to the post-COVID and economic landscape where workforce changes and high inflation have created significant cost of living challenges. Membership fell from 136,647 at the end of 2021 to 130,936 at the end of December which is a combination of continuing recruitment challenges and a high number of members leaving as they reassess their personal expenditure commitments. This resulted in a shortfall of membership income against budget of £174k.

The long-standing strategic partnership between CSSC and the Civil Service continues to grow, with the signing of the annual memorandum of understanding that provides opportunities for raising the profile of our activities across government departments. Our joint Active Wellbeing campaign was the most successful to date, and we are working in partnership with the Government Property Agency and individual Government Departments to provide wellbeing tools, support, promotion, and activities in the new hub buildings opening around the UK.

CSSC continues to develop and utilise our member insight and market research function to evolve our member offer. Our existing core portfolio of leisure benefits and activities provided centrally and through volunteers is being matured through our publication of a Sports Improvement Plan, a Volunteer Improvement Plan and the introduction of a Product Board that ensures we provide a high-quality offer across the length and breadth of the country – ensuring each member has access to the same first class CSSC experience.

As with many businesses, there is a continual improvement programme for enhancing our digital platforms and the digital experience for our members. Our brand awareness is critical to encourage new members to join. Our ongoing relationship with a dedicated PR agency has helped develop that awareness of CSSC in our target markets, alongside a full rebranding campaign and a new logo. The website is undergoing change to provide a slick, accessible and clear member user experience by mid-2023.

In 2022, the CSSC five-year Strategic Plan was published alongside CSSC's commitment to sustainability through our CSSC Green initiative. Our Management Board issued an updated CSSC ED&I statement which sets the foundation for improving the diversity, inclusivity and accessibility of CSSC's member offer.



## CSSC income £8,962k (2021 £8,324k)

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

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, certain offers, such as Tastecard, that were not well used or were also offered by our partners, were removed to enable refreshed offers to be explored including the introduction of our popular new partnership with Evan Evans which has opened up new leisure offers at sites including Blenheim Palace and Blackpool Zoo

During the year CSSC continued to develop its digital services, enhancing the members experience through an upgraded online events system and the work to improve the website user experience.

## Investments

The investment fund at the end of 2022 showed a market value of £12,737k (2020: £14,333k). 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 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 2022 resulted in

a positive movement of £126k. This resulted in there being no pension liability in 2022 (2021: Liability £0k)

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

Approved by the Board on 26th April 2023 and signed on behalf of the Board by



Simon Letts

CSSC Honorary Treasurer

## CSSC Comprehensive Income Account for the year ended 31 December 2022

	<b>2022</b>	<b>2021</b>
	£000	£000
Income	8,409	8,239
Administrative expenses	(8,962)	(8,324)
<b>Operating deficit</b>	<b>(553)</b>	<b>(85)</b>
Interest receivable	56	39
Dividends receivable	726	1,360
Gains/(losses) on investments	(1,533)	926
Dilapidation provision movement	50	-
Surplus on sale of fixed assets	-	40
Realised Gains/(losses) on investment	-	801
<b>Surplus on ordinary activities before tax</b>	<b>(1,254)</b>	<b>3,081</b>
Tax charge/credit on surplus on ordinary activities	(43)	(115)
<b>Surplus for the year after taxation</b>	<b>(1,297)</b>	<b>2,966</b>
Remeasurement gain on pension scheme	126	599
<b>Total Comprehensive income for the year</b>	<b>(1,171)</b>	<b>3,565</b>

CSSC Balance Sheet as at  
31 December 2022

	<b>2022</b>	<b>2021</b>
	£000	£000
Fixed assets		
Tangible assets	3,171	3,235
Listed investments	12,737	14,333
Subsidiary investments	19,050	19,050
	<b>34,958</b>	<b>36,618</b>
Stock	31	94
Debtors falling due within one year	981	966
Cash at bank and in hand	3,418	3,250
	<b>4,430</b>	<b>4,310</b>
Creditors: amounts falling due within one year	(1,254)	(1,573)
Net current assets	3,176	2,737
Total assets less current liabilities	<b>38,134</b>	<b>39,355</b>
Provisions for liabilities	(320)	(370)
Pension asset/(liability)	-	-
Net assets	<b>37,814</b>	<b>38,985</b>
Capital and reserves		
Called up share capital	7	7
Profit and loss account	37,807	38,978
	<b>37,814</b>	<b>38,985</b>

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



Simon Letts



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

