

## **CSiS Charity Fund Business Plan and Budget for 2022**

### **Chair's statement**

Like 2020, 2021 has been a year of continued unusual circumstances. The second year of the pandemic has meant that we have continued to operate virtually, however this hasn't impacted the charity's ability to deliver for the benefit of serving and past civil and public servants and their dependants. The modernisation of the charity operation via its two non-executive sub-committees: The Finance, Audit and Risk committee and the Grants committee, in combination with the task and finish group approach we trialled in 2020, has enabled us to handle the challenges of the last year in a professional way.

I am therefore proud that during 2021 we were able to:

- embed the changes in key office holders agreed in 2020 and welcomed Debbie Terrie to the post of deputy chair.
- Undertake a skills audit and develop a succession plan for the diversity of our board and key roles, as well as developing a long-term plan for the role of charity secretary. Thereby safeguarding the future operation of the charity.
- embed our new grants committee and revised priorities in light of tighter financial circumstances due to covid along with redrafting our grants procedures.
- implemented new grant conditions - to give our beneficiary partners clarity, without additional administrative burden and to protect the Charity Fund from legal challenge.
- implemented new risk management processes, completing a review of procedure that began in 2020 and undertaking a zero-based review of the risks the charity faces.
- as part of reviewing how we partner our beneficiary charities, we have developed joint marketing text, as well as reviewed, improved and updated our website to ensure that our role and signposting is clear and to showcase the good work we are able to do with the income we receive from CSiS.

and most importantly:

- continued to support our beneficiary charities and individuals with a generous grant program totalling £493,042.

There were some tasks, that due to the continued circumstance of covid, the resulting uncertainty and reduced ability to meet, we decided to defer to 2022. These will feature in the 2022 plan detailed in this document:

- review the reserves policy to ensure that it is fit for purpose and able to sustain the level of grant giving the Trustees would like to be able to achieve through the next 3 to 5 years.

- review our investment policies and the performance of our investment managers and take any action necessary to protect, so far as possible, the value of the charity's investments against any continuing volatility in the financial markets, and
- when opportunities arise, promoting increased partnership working amongst the organisations we support and fostering joint working between them.

All we delivered in 2021, I believe puts us in a good position as we move into what will hopefully be a recovery year in 2022. Our planned activity detailed in this document puts us in a strong position to continue to really deliver on our objects, as set out in our governing document:

***The objects of the Charity are the relief of need, hardship and distress, including (but not exclusively) by the provision of financial and other assistance to serving, former and retired civil and public servants and their dependants either directly or by making grants to other organisations which can provide financial or other support to them ("the Objects").***

A handwritten signature in black ink, appearing to read 'Rebecca Gooch', written in a cursive style.

**Rebecca Gooch** CSIS Charity Fund Chair

### Trustees' General Aim for the Charity

The Trustees' overall aim for the charity is to put the trading surplus of the Civil Service Insurance Society to good use, helping to relieve need, hardship and distress amongst serving, former and retired civil and public servants and their families, both directly and by supporting organisations who support the communities in which they live.

### Our Priorities and key tasks for 2022 are:

Priorities	Key tasks
<b>Internal focus</b>	
<p><i>To make sure that the charity continues to be well run and does not lose strategic direction</i></p>	<ul style="list-style-type: none"> <li>· continue to safeguard the smooth running of the charity by implementing the actions agreed as part of the succession planning review undertaken in 2021.</li> </ul>
	<ul style="list-style-type: none"> <li>· Ensure charity policies remain fit for purpose and the we meet our statutory obligations, in particular:               <ul style="list-style-type: none"> <li>- embed our new risk management procedure</li> <li>- review the reserves policy to ensure that it is fit for purpose and able to sustain the level of grant giving the Trustees would like to be able to achieve through the next 3 to 5 years</li> <li>- Review our investment policies and the performance of our investment managers and take any action necessary to protect, so far as possible, the value of the charity's investments against any continuing volatility in the financial markets.</li> </ul> </li> </ul>
<b>External focus</b>	
<p><i>To continue to develop and improve the targeting of our grants to ensure it is spread throughout the UK and reaches as much of the diverse civil and public servant communities as possible, by:</i></p>	<ul style="list-style-type: none"> <li>· continuing to deliver as broad and generous a programme of grant giving as we are able, given our knowledge of partner delivery charities, civil and public servant communities and our financial constraints.</li> </ul>
	<ul style="list-style-type: none"> <li>· adapt and flex how we partner beneficiary charities, to ensure we continue to seek to make the most impact with the funds we provide to the ultimate beneficiaries of those charities.</li> </ul>
	<ul style="list-style-type: none"> <li>· when opportunities arise, promoting increased partnership working amongst the organisations we support and fostering joint working between them.</li> </ul>
<p><i>To continue to maintain our strong relationship with the CSIS Directors and work with CSIS on joint marketing, by:</i></p>	<ul style="list-style-type: none"> <li>· based on legal advice CSIS received in 2021, seek independent advice on the legality for the current Deed of Covenant linking the two organisations and, if necessary, work with CSIS to revise it.</li> </ul>
	<ul style="list-style-type: none"> <li>· showcasing the good work we are able to do with the income we receive from CSIS, reflecting the fact that the more successful CSIS is, the more we can do to make a real difference to the lives of individuals in hardship, need and distress.</li> </ul>
	<ul style="list-style-type: none"> <li>· continuing to strengthen the relationship between the Charity Fund and CSIS by using the peer group comprised of members of both boards, to share information and improve understanding of each other.</li> </ul>

## **What success will look like**

By the end of 2022, through delivery of the key tasks outlined above, we will have strengthened the operation of the Charity, concluded our reviews of key procedures and have renewed evidence to justify the investment of our reserves.

We will continue to strengthen our partnership with beneficiary charities, improve the impact of our grant giving; if possible having increased our coverage geographically or by expanding into more of the diverse civil and public sector communities that are our target beneficiary group.

We will have a strong bond with the insurance business that funds the charity and thereby enables us to meet our objects.

## **2022 Budget**

### **Expenditure:**

Office Expenditure (say)	£21,000
Grants Budget (To Be Confirmed)	£320,000
<b>Total</b>	<b>£341,000</b>

### **Income:**

Cash At Bank 1/1/2021	£112,000
CSIS Donation	£200,000
Investment Income	£32,000
<b>Total</b>	<b>£344,000</b>

**Balance in the bank at Year End** **£3,000**

## **Risks**

The Most Important Risks Facing the Charity:

- Lack of backup in key roles for unplanned (or planned) absences. The Key roles are Chair, Secretary, Grant Committee Chair and Finance Chair.
- Our grant giving does not have the impact we intend.
- We suffer reputational damage either from the actions of others or because of poor use of funds or failure to do due diligence on the organisations we support.

Additional Risks added in 2022 following the Risk Review:

- Systemic failures of the Charity Funds digital software and security breaches of the data, documentation and important correspondence held by the Charity (digital and hard copy).
- Lack of preparedness to address sudden and unforeseen falls in donations from CSIS or delayed payments.

Following the Risk Review the Charity Risk Register has been updated to address these risks and to provide contingency planning in the event that action is required.