

CSiS Charity Fund Business Plan and Budget for 2024

Chair's Statement

During 2023, the Civil Service Insurance Society (CSIS) Charity Fund, its partner organisations and the serving and past civil and public servants we work to support have continued on the long journey back to 'normality' after the pandemic. The Fund has maintained a generous grant giving programme of £365,000 to meet its objects, but it was another challenging year for us, our partners and beneficiary groups, and some of those challenges remain in 2024.

Our key priority remains the ongoing work with the CSIS to clarify the Deed under which CSIS donates its profits to the Charity Fund, in order to:

- have a clear calculation of profit,
- have resulting clarity over the ability of CSIS to increase its reserves where it feels it prudent to do so, and to
- safeguard certainty of income for the charitable fund

Whilst considerable effort has been put into building sound relationships with the Board of the Insurance Society, they have faced other critical challenges which have regrettably limited their ability to devote time to clarifying and updating the Deed. Completing this vital piece of work therefore remains our key objective in 2024. It will be done with the assistance of independent legal advisors as appropriate, and the resulting documentation will be put to both Boards for agreement. This will bring necessary clarity to both organisations, enabling them to focus on their core purposes.

The Charity will also work to address, and to agree in writing, the related issue of future use by the Society of the Charity's name and logo in any promotional material, and in particular any representation about sums to be donated to the Charity from profits. This will enable the virtuous circle of the profits from CSIS being reinvested in the public and civil service communities from which they derive to again be visible on both organisations and partner's websites and used in promotional material.

There were some other consequences of the Deed issue, which saw Chris Daykin resign as a Member, and, from 1 January 2024, the Fund has started to directly employ our Secretary, Kevin Holliday, rather than his employment being via the insurance society. We have also disbanded the Peer Group, to be replaced by attendance of a CSIS Board member at our quarterly meetings. We will work to ensure this becomes an effective two-way communication channel in 2024.

Our grant-making work in 2023 has continued to be led with huge commitment by Ray Flanigan. We were pleased to be able to support two charities new to us: the Healthcare Workers Foundation, and the Teaching Staff Trust. We also carried out a review of Board member 'lead roles' for the charities we support, and valuable work was done with the Society to review and simplify the processes relating to support for widows and vulnerable customers. In 2024 we will aim to continue to deliver an effective grants programme, maintaining strong relationships with the charities we support.

Throughout the year Colin Birch has led a team keeping our Risk Register under review, for which we are most grateful.

Our Board saw some significant changes in 2023, with the sad death in September of one of our longest serving members, Sally Bundock, being a serious loss. Two further trustees also left the Board: Angelos Pampos, on taking up a new role which allowed him insufficient time to actively contribute to our work, and Mary Jeffery, who resigned for personal reasons. We are grateful to both Angelos and Mary for their past contributions to our work.

As a result of the above one of our key tasks for 2024 will be to recruit two or three new Trustees to replace those we have lost. This work is underway and we look forward to welcoming some new faces to the table in due course.

We were fortunate in 2023 to have in place a new Fund Treasurer, Chris Smith, who brought a professional focus to the management of our finances, with the result that we go into 2024 with clear budget projections to aid our grant-making in this and subsequent years. We regret that, due to work commitments, Chris has recently stepped down from the Board, but we are of course taking steps to find a replacement for him as soon as possible. We have an effective Finance and Risk committee, and have reviewed our reserves policy; via a planned drawdown of £120,000 annually we hope to be able to sustain our desired level of grant-giving during the next 3 to 5 years. We have also reviewed our investment policies and the performance of our investment managers and concluded no changes are necessary at present, although we will continue to monitor their performance.

In 2023 our main source of income was, as usual, the donation from the Insurance Society, which was £239,571. Other income came from our investments in The Charities Property Fund and Blackrock Bond and Equity Funds. Total investment income for the year was £154,877. In order to maintain grants to our beneficiary charities at a worthwhile level, £120,000 was disinvested during the year.

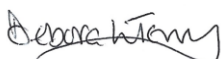
As good business practice dictates, in 2023 we reviewed our audit arrangements and as a result of a tendering exercise have appointed Deeks Evans from 2024. We are most grateful to Kreston Reeves for their professional support as our auditors in previous years.

In 2023 we also reviewed our Memorandum and Articles and decided they remain fit for purpose.

In closing, I offer my personal thanks to Becky Gooch, whose outstanding leadership of our Board from 2020 to 2023 has resulted in us being in the strong position we now find ourselves. I could not have taken the role on without the support of Colin Birch in volunteering to become our Vice Chair, and am grateful to the whole Board for their on-going support.

The Fund will aim to deliver this plan whilst continuing to build on the positives achieved in 2023 and maintaining focus on our objectives:

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").



Debbie Terry 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 2024 are:

Priorities	Key tasks
Internal focus	
<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"> • Identify, appoint and provide appropriate induction to new Trustees. Review lead roles and focus on succession planning for key roles. • Continue to safeguard the smooth running of the charity by ensuring the new arrangement for the payment of the Charity Secretary from January 2024 onwards is successful.
	<ul style="list-style-type: none"> • Ensure charity policies remain fit for purpose and the we meet our statutory obligations, in particular continued review of our reserves policy so that we can sustain our planned level of grant-giving the through the next 3 to 5 years.
	<ul style="list-style-type: none"> • Consider holding a Board 'Awayday' during 2024 to focus on strategy, and to review policy and performance.
External focus	
<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"> • 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 the challenges they currently face and our financial constraints.
	<ul style="list-style-type: none"> • 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.
	<ul style="list-style-type: none"> • When opportunities arise, promoting increased partnership working amongst the organisations we support and fostering joint working between them.
<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"> • Based on legal advice received in 2022, work with CSIS to revise the Deed to: <ul style="list-style-type: none"> - have a clear calculation of profit, - have resulting clarity over the ability of CSIS to increase its reserves where it feels it prudent to do so, - safeguard the certainty of income for the charitable fund

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| | <ul style="list-style-type: none"> • Agreeing in writing future use by the Society of the Charity’s name and logo in any promotional material and in particular any representation about sums to be donated to the Charity from profits, to enable both organisations to showcase 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. |
| | <ul style="list-style-type: none"> • Continuing to strengthen the relationship between the Charity Fund and CSIS by sharing information and improving understanding of each other, including consideration of a joint Board Meeting during 2014. |

What success will look like

By the end of 2024, we aim to have clarity of the legal requirements surrounding the calculation of the donation and to have improved the working relationship with the organisation whose operation provides the Fund with the ability via income to meet its charitable objectives. We will have strengthened the operation of the Charity, appointed new Trustees, continued to review key procedures as necessary, and have renewed evidence to justify the investment of our reserves, as well as responding to the changing needs of beneficiaries via our strong relationships with beneficiary charities, to improve the impact of our grant giving.

2024 Budget

Expenditure:

Office Expenditure (say)	£53,180
Grants Budget (To Be Confirmed)	£320,000
Total	£373,180

Income:

Cash At Bank 31/05/2023	£48,150
CSIS Donation (estimated)	£200,187
Investment Income (estimated)	£27,441
Withdrawal from investments (To Be Confirmed)	£120,000
Total	£395,778

Balance in the bank at Year End **£22,598**

The budget will be reviewed at the end of June to ensure that the cashflow needed at the start of 2025 is sufficient. As a consequence of this budget the Board has agreed a new reserve of £700,000 for 2024.

Risks

We undertook another review of our Risk Register towards the end of 2023, updating the register with the changes of circumstances that have arisen over the previous 18 months. This included the winding up of the Peer Group and the way in which we now communicate with CSIS. We also added a new risk under the heading of Governance, “Charity’s systems and controls not operating as intended.”

The most important risks facing the Charity remain as follows:

- Lack of backup in key roles for unplanned (or planned) absences. The key roles are Chair, Secretary, Grants Committee Chair and Treasurer.
- Lack of preparedness to address sudden and unforeseen falls in income via donations from CSIS or delayed payments.
- 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.
- Systemic failure of the Charity Fund's digital software and security breaches.

We are now focusing on following up on 'Future Actions Needed', deleting where completed and ensuring those that remain outstanding are addressed.