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Council Members 2017

President David Sterling

Chairman David Ferguson

Vice-Chairman Gerry Cosgrave

Honorary Treasurer Michael Carson

Chief Executive Gerry Kelly

**Affiliated club
representatives**
Siobhan Smyth
Kitty Brown
Peter Close
John Mulgrave
Val Russell
Paul Dawson

Elected representatives

Bertie Ellison
Lynda Sloan
Ward McConkey
Chris Heatley
Brian Murphy
Conor McGeown

NICS Social Club representative

David Reilly

**Pavilion based sports club
representative**

Chris Heatley

Chairman's Introduction



I am delighted to introduce the annual report and financial statements for 2017. It was, yet again, a very successful year for the Association and its members.

The range and volume of activities and services that we provide for all interests - from skiing, rambling and archery through to family fun days and local theatre and other similar events - continue to grow.

A total of five new affiliated clubs were formed during 2017 and we provided over £85k in grants to our 59 existing workplace clubs for local activities and services. We also continued to support the activities of our sports clubs through a sports development grant aimed at improving playing and coaching standards; and through our Membership Plus scheme we provided members with access to a greater number and range of offers and discounts in sports, leisure, retail and other outlets throughout Ireland.

Whilst we are at heart a membership organisation we also recognise the important contribution that we make in supporting wider community objectives. To that end we hosted a number of community and international events at The Pavilion, Stormont. The most notable of

these were a major international hockey event, which brought together teams from across Europe in a 10-day world cup qualifying tournament in March; and the Giro d'Italia Gran Fondo cycling event which attracted over 5000 participants and their families and friends to The Pavilion. We also hosted the UK Pipe Band Championships in June, the CSSC National Bowling Championships in September and the Northern Ireland men's and ladies senior hockey finals on Boxing Day. All of these events were successful in raising our profile in the area of event management and in showcasing and promoting the facilities at the Pavilion to a local, national and wider international audience.

At a more local level we also played host to a significant number of cross-community activities, for example football and rugby academies, and fundraising events which succeeded in raising over £600,000 for several local and UK-wide charities.

Chairman's Introduction

We continued to develop our health and wellbeing offering by delivering over 100 courses and exhibitions throughout the year to a number of Government Departments and agencies and a range of organisations in the wider public, private and voluntary sectors. We consolidated our business relationship with the Northern Ireland Civil Service through the delivery of the WELL programme, which was extended for a further 3-year period. We also increased the number of WELL champions involved in promoting the programme in their respective workplaces, and we succeeded in attracting over 36,000 unique visitors to the WELL website.

The FindOut training team increased the number and range of courses they delivered in the year to organisations across the public, private and voluntary sectors. The success of the initiative is reflected in an increase in revenue.

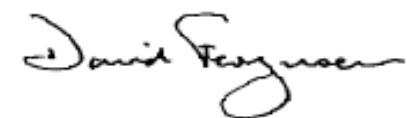
Our facilities at The Pavilion, Stormont were further developed during the year through the

upgrade of outdoor grass pitches, the replacement of floodlighting at the Playball facility and the refurbishment of the bar and restaurant. Playball attracted over 160,000 users to the suite of state of the art pitches and modern changing facilities that we provide for a range of school, club and grassroots sports, including Gaelic games, hockey, football and touch rugby.

The year was not without its challenges, particularly from the significant reductions in civil service staffing and the impact on our membership numbers in recent years. Despite this and a number of other, very challenging economic and trading conditions, we recorded a surplus of £61k for the year through tight control over expenditure and a continuing focus on sustaining our level of income.

In all of the circumstances, it has been a remarkably successful year for the Association and I would like to take this opportunity to convey my wholehearted thanks to Council, the Executive Board, staff, club committees and our

large army of volunteers for the significant contribution that they make to the work of the Association.



David Ferguson

Chairman

President's Foreword



It is a great pleasure to present this annual report which I'm sure you'll agree reflects the tremendous progress of the Association during the year in providing sport, health and wellbeing services and activities to members and indeed to the wider community.

I was particularly pleased to be associated with a number of events during the year-most notably the annual awards ceremony in September 2017 when we recognised the personal contribution of members towards the

work of the Association on and off the field of play, and at the WELL Convention which brought together over sixty Health and Wellbeing Champions to celebrate the success of the initiative during 2017.

As a member of the Association for many years I have always been impressed by the wide range of services and activities that the Association offers its members and I strongly believe that through all its activities the Association continues to play an important role, in helping to create a healthier workforce and in sustaining morale at a time of much change and challenge for all staff in the NICS.

Despite a challenging economic backdrop the Association has continued to grow and enhance its offering to members as evidenced by the continued development of the Membership Plus scheme, the success of the WELL Programme and the introduction of new facilities at the Pavilion, Stormont.

This of course does not happen by chance and I would like to take this opportunity to pay tribute to the Council for its vision and commitment to the continued development of its services- which not only provides

opportunities for members to get involved in sport but also makes a very tangible contribution to the wider community through the delivery of a wide range of grassroots and local community sports initiatives.

Finally, I would like to take this opportunity to pay tribute to the work of Sir Malcolm McKibbin, my predecessor, for his contribution to the Association during his period as President. I am delighted to succeed him in what I know will be an important role.

I would also like to express my gratitude to all those involved in the work of the Association during what has been a remarkably successful year. In particular I would like to thank Council members, voluntary officers and the staff- your dedication and commitment to the work of the Association is acknowledged and very much appreciated.

A stylized, handwritten signature in black ink, consisting of a large, sweeping 'D' followed by a series of loops and a final flourish.

David Sterling

President

Our Purpose

Our Mission

To encourage and support people of all levels of ability to improve their fitness and health and wellbeing.

Our Aims

- *Make a contribution to the health and well-being of people through our activities, services and facilities*
- *Positively contribute to wider community, public and economic objectives*
- *Develop and deliver our services in a manner that promotes the long term success and sustainability of the organisation*

Our Membership

membership plus
Bringing you over 1,000 offers
and discounts of up to 50%

From pizza to pub grub, go-karting
to golf, hairdressers to big brand
names, there is something for
everyone with Membership Plus



NICSSA
SPORT & LEISURE



membership plus
Bringing you over 1,000 offers
and discounts of up to 50%

accommodation
Out
Out
ment

Wine
occasions

At heart we are a membership organisation and strive to provide the very best services, activities and facilities for our members.

2017 Highlights

- Delivered **42 membership roadshows**, engaging with over **1000 members** in **35 workplace clubs** throughout NI.
- Recruited **828 new members** and lost **863 members** resulting in a **net loss of 35 down by 478 on the 2016 position.**
- Ended the year with **8492 members**; representing **33% of the NICS.**
- Provided Membership Plus services to our members giving them access to over **1500 offers** throughout the UK and Ireland.
- Provided **£85,000 to 59 Workplace clubs** to subsidise the activities of their members
- Established **5 new workplace clubs**; bringing to **59 the number of workplace clubs** and **13 the number of sports clubs.**
- At our annual awards night we recognised the efforts of over **50 Workplace and Sports Club members** for their endeavours on and off the field of play.

Our Services - Workplace Clubs

The Association provides its activities and services to members through 59 workplace affiliated clubs. The year was particularly busy for all our clubs.

2017 Highlights

- *Activ8 Clarence Court and Adelaide House won club of the year for a second year in succession.*
- *5 new workplace clubs were formed in Colby House, PSNI Lisnasharragh, Public Services Ombudsman, USELL and Causeway Exchange*
- *Annual grants awarded to workplace clubs exceeded **£85,000***
- *Over **500 events and activities** were organised by Workplace Club Committees during the year including Bowling nights, golf trips, charity events, family days and tournaments and competitions.*
- *Clubs raised over **£50,000** for local charities during the year.*

Our Services- Sports Clubs



We deliver our services through a wide range of sport clubs which operate from the Pavilion complex.

2017 Highlights

Bowling Club

62 members

3 members represented their country at World Bowls

Rugby

287 Members

Delivered mini rugby Academy to over 100 6-11 year olds

Golf

97 Members

10 members played in CSSC National Handicap and Scratch Finals

Fencing

19 members

Suzie Cave won Silver medal at Laser Run World Champions

Tennis

71 Members

Ladies won Division 2 of Ladies Winter League.

Rambling

75 Members

Held over **20** walks including international walks.

Table Tennis

29 Members

5 teams fielded in Belfast and District Leagues

Zac Wilson represented Germany at International Level

Cricket

132 members

17 teams fielded in 2017

Established an U15 Girls team

Hockey

207 Members

New Ladies 5th XI team established

Men's 2nd team runner-up in League Cup

Squash

26 members

Introduced coaching for all levels

Stuart Gafin made the Ulster team

Our Services- Training & Development

We provide a range of training services to the three sectors under the brands of FindOut, WELL and HealthWorks

2017 Highlights

We delivered 30 Findout educational courses to clients in the private, public and voluntary sector including Viridian, Invest NI Waterways Ireland and HSC.

2017 Highlights

- ***On behalf of the NICS we delivered over 100 WELL seminars to NICS staff across NI.***
- ***The WELL website attracted 36,000 unique visitors which is well above the industry standard***
- ***Delivered the WELL convention to 75 guests representing all NICS departments***
- ***Trained 69 workplace WELL Champions including 12 new WELL Champions***
- ***Completed 1549 Health checks***
- ***Introduced more detailed health testing to improve quality and accuracy of information to members.***

Our Facilities- Health & Fitness

We provide access to a wide range of facilities for our members at The Pavilion complex and in clubs throughout NI.

2017 Highlights

- *We maintained **13 workplace club fitness facilities** throughout NI and the Activ Health Club at The Pavilion*
- *Delivered over **770 classes** to **212 Activ members***
- *Delivered over **2,500 classes** to members in workplace fitness facilities throughout NI*
- *Invested in **upgrade of floodlighting** on hockey pitches at The Pavilion complex*
- ***Upgraded cricket wickets** at the Pavilion to international standards.*
- ***Invested in more efficient LED lighting** for the entire Complex*

Our Facilities- Social



We deliver hospitality services through a bar and restaurant at the Pavilion complex which is managed by the NICS Social Club management committee.

2017 Highlights

*During 2017, with the help of our supplier, we **invested £140k** in an upgrade of the facilities for members and users of the Pavilion.*

Our Activities- Members



We develop and deliver a range of activities for our members throughout NI. As part of our community outreach we also facilitate activities on behalf of others; these include charities, sporting bodies and community groups.

2017 Highlights

- *Held our Family Fun Day for **110 members** throughout NI in Share Discovery Village.*
- *Attracted **400 members** and their families to the Pavilion for our first ever Easter Eggstravaganza.*
- ***109 members** joined the Kildare Shopping Village trips in December 2017*
- *Hosted Learn to Surf day in Portrush for **22 members***
- ***172 Members** attended Pantomimes and Musicals in venues across NI*

Our Activities- Community

We recognise that we exist as part of a wider community and as such promote and support local and wider community events and activities

2017 Highlights

- *Gran Fondo took place at The Pavilion Complex with over 5000 participants and their supporters catered for in the grounds of Stormont*
- *Played host to German, Swiss and Northern Ireland International Football teams at PlayBall facility.*
- *Hosted Camp YOLO school holiday camps with over 300 participants between the ages of 6 and 16*





NICSSA Business Plan 2017

Aim 1: Make a positive contribution to the health and well-being of people through our activities, services and facilities

<i>Objective</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
<i>1.1 Grow participation within our full range of services.</i>	<i>1.1.1 Review the range of services that we offer in each area of the business to ensure that they are relevant and meet our customer expectations.</i>	<i>Levels of satisfaction</i>	<i>Carry out detailed surveys on each part of the business (Playball, Activ etc.) by April 2017</i>	<i>Surveys completed for Activ, Playball and Whistles Restaurant. All 23 recommendations were implemented.</i>
	<i>1.1.2 Develop new sports and leisure activities to add to the existing portfolio</i>	<i>Number of new activities and sports</i>	<i>Five new activities/sports introduced by 31 December 2017</i>	<i>Target met with five new activities delivered.</i>
	<i>1.1.3 Develop an events management arm of the business to promote and manage events at the Pavilion Complex and within the Stormont Estate</i>	<i>Development and implementation of initiative</i>	<i>Develop an events management arm of the business by June 2017</i>	<i>Developing and delivering business opportunities in conjunction with Stormont Estate management-most notable Gran Fondo held in June 2017.</i>
	<i>1.1.4 Develop the portfolio of training and educational services that we provide to our customers</i>	<i>Number of courses delivered.</i>	<i>25 courses delivered by Dec 2017</i>	<i>30 courses delivered in the year.</i>
	<i>1.2.1 Take forward stage 1 of the master plan for capital development of the Pavilion Complex</i>	<i>Detailed design and costed project</i>	<i>An agreed designed and costed project for stage one of the Master plan before August 2017</i>	<i>Initial plan together with costs presented at February 2017 Council meeting. Further and more detailed</i>

1.2 Develop our facilities to meet customer needs				<i>plan and costs presented at October 2017 meeting. Stage 2 plan agreed for implementation in 2018.</i>
	<i>1.2.2 Seek out funding and partnership opportunities to facilitate further capital development</i>	<i>Number of funding opportunities identified</i>	<i>Two funding partners established by December 2017</i>	<i>Working with Cricket Ireland, SportNI and others on funding issues.</i>
			<i>Bid for funding to facilitate further capital development by March 2017</i>	<i>Awaiting further detail of SportNI Funding Package.</i>

Aim 2: Positively contribute to wider community, public and economic objectives

Objectives	Priority	Performance Measure	Performance target	Progress
2.1 Widen our engagement with community and public leaders to further promote our services.	2.1.1 Develop community engagement initiatives to promote the Association's activities and services	Number of Initiatives	Three community engagement initiatives delivered by October 2017	Five events held through the year including Mencap day, World United football camp, and Camp YOLO.
	2.1.2 Open up access and egress arrangements to the Pavilion Complex to provide better access to facilities at the Complex	Improved safety and easier accessibility to and from the site	Development of a plan for new access and egress arrangements at the Pavilion by August 2017	Survey complete with recommendations presented to NICSSA on 13th October-awaiting a follow up meeting with DOF officials.
	2.1.3 Continue to develop our partnerships with the wider public sector, District Councils, community groups and sports governing bodies to further promote our services and facilities	Number of partnerships	Four new partnerships established	Northern Cricket Union, Irish Hockey, Ulster Hospital, Paramount College, Shadetree Sports and Cryotherapy NI.
		NICSSA representation on area forums	Achieve representation on two relevant community and district forums	Represented on local TBUC and Women in Sport forums.

Aim 3: Positively develop and deliver our services in a manner that promotes the long term success and sustainability of the organisation

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
3.1 Maintain and grow existing revenue streams	3.1.1 Develop further business initiatives in all areas to ensure continued financial growth and long term sustainability.	Organisational turnover	Overall combined turnover (i.e. Club and Association) up by 3% by December 2017	Combined cash turnover for the year up by £44k (3%) on 2016 position.
3.2 Achieve greater efficiency in the delivery of our services and the management of our facilities.	3.2.1 Implement the recommendations of the energy efficiency review carried out by Invest NI in 2016	Energy Savings	Full implementation of recommendations by October 2017	Recommendations fully implemented.
	3.2.2 Work towards achievement of reserves policy objective of three months operating costs.	One month operating costs.	By December 2017	Reserves increasing by £1.5k per month-balance of £75k as of December 2017.
3.3 Review corporate brand	3.3.1 Review our corporate branding to ensure that it remains fit for purpose and reflects the aspirations of our membership and stakeholders	Corporate identity/branding assessment	Assessment and report by June 2017	First workshop to address issue held on 10th March 2017-further workshop held June 17.

3.4 Develop new income streams	3.4.1 Assess the scope and feasibility of introducing an in-house lottery as a means of raising additional revenue	Feasibility Study	Report by April 2017	Meeting with Newforge Country Club and CSSC as part of the process. Established that there is a decline in the initiative and decision not to take forward.
3.5.Sustain and grow member-Ship	3.5.1 Retain members through promoting and developing the number of workplace affiliated clubs	Number of clubs established	Four new clubs established by December 2017	New clubs formed: Causeway Exchange, PSNI Lisnasharragh, Public Services Ombudsman, Colby House, Ulster Supported Employment and Learning, and Holywood Road JBO.
	3.5.2 Increase NICSSA membership numbers	Net membership growth	1% net growth in membership by Dec 2017	Net figure for membership as of 31 st December 2017 shows a small deficit of 0.4%
	3.5.3 Develop and promote NICSSA membership within the District Councils as part of the three year pilot.	Implementation of Scheme	Review progress on implementation of scheme by June 2017	Work in progress.
3.6 Manage Organisational Risk	3.6.2 Continue to monitor organisational risks	Update of register	Register updated quarterly	Register updated Dec 2017.

Our Finances

This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on pages 22 and 23 of this report.

In summary, income for the year was down by £26K and expenditure was down by £49k.

Turning to the detail there were a number of reductions in income during the year – most notably Health works and WELL income decreased by £12k as a result of the delivery of fewer courses, Playball income decreased by £15k due to the absence of summer scheme revenue and Activ saw a reduction in revenue of £7k due to a drop in the number of members. These reductions were partially offset by increases in subscription revenue up by £1k and Findout training up by £12k. Overall expenditure was down by £49k. Whilst there was a marginal increase in Healthworks costs

this was offset by reductions in the operating costs of Playball, Activ, and the Pavilion Complex. Depreciation also dropped due to the full depreciation of a number of assets during the year.

Turning to the detail behind the financial position Playball, Activ and Pavilion Complex showed a drop of almost £22k in operating costs due to improvements in a number of operational processes including the installation of more efficient system for controlling the timing of heating. The drop in Playball expenditure also reflects the absence of costs associated with running the summer scheme.

Grants to Clubs showed a decrease of £6k due to fewer members in clubs following a significant drop in membership during the NICS VES.

Business Support costs also dropped by £3k due mainly to lower operating costs.

Competition expenditure fell by £2k due to a reduction in CSSC costs following a decision to hold a number of CSSC events in NI.

Interest on loans fell by £4k as the amount owing on the principal of loans reduces year on year.

The net result of the movements in income and expenditure during the year resulted in a £61K surplus and an increase in total reserves to £828K.

Our Finances

Detailed Income and Expenditure Account

	2017 £	2016 £
Turnover		
Subscriptions	452,104	451,675
Healthworks (including WELL grant)	170,283	182,680
Find Out	52,491	40,129
PlayBall (pitch hire, summer scheme, advertising)	260,677	275,155
Activ Gym	75,287	82,793
Facilities charges	76,110	83,033
Other Income	20,663	18,008
Deferred income (capital grants amortised)	53,686	53,686
	1,161,301	1,187,159
Interest receivable		
Interest on deposits	61	212
Total income	1,161,362	1,187,371
Expenditure		
Administrative expenses		
Staff costs	522,966	525,108
Healthworks	43,835	41,462
PlayBall	6,159	15,076
Activ Gym	16,672	19,838
Find Out	15,191	15,274
Grants to Clubs	85,352	91,493
Membership benefits	24,711	25,209
Competitions - Civil Service Sports Council	1,226	3,091
Competitions – NICS Sports Association	6,207	3,406
Competitions – Regional activities	810	3,928
Business support costs	116,168	119,804
Pavilion complex costs	99,076	109,819
Depreciation	147,742	157,056
	1,086,115	1,130,564
Interest payable		
Loan interest	14,172	18,794
Taxation	12	42
Total expenditure	1,100,299	1,149,400
Surplus for the year	61,063	37,971

Our Finances

		2017	2016
	Note	£	£
Fixed assets			
Intangible assets	5	14,719	16,559
Tangible assets	6	2,220,891	2,357,066
		2,235,610	2,373,625
 Current assets			
Debtors due within one year	7	71,751	78,318
Cash at bank and in hand		74,899	56,603
		146,650	134,921
 Creditors: amounts falling due within one year	8	(398,751)	(393,591)
 Net current liabilities		(252,101)	(258,670)
 Total assets less current liabilities		1,983,509	2,114,955
 Creditors: amounts falling due after more than one year	9	(1,155,203)	(1,347,754)
 Net assets		828,306	767,201
 Capital and reserves			
Share capital	10	1,452	1,454
Capital reserve	11	3,098	3,054
Unappropriated reserve	12	823,756	762,693
 Total reserves		828,306	767,201

The financial statements were approved and authorised for issue by the Council on 14 March 2018.