

Annual Report 2018



Contents



<i>Title</i>	<i>Page Number</i>
<i>Council Members 2018</i>	<i>3</i>
<i>President's Foreword</i>	<i>4</i>
<i>Chairman's Introduction</i>	<i>5</i>
<i>Our Purpose</i>	<i>7</i>
<i>Our Membership</i>	<i>8</i>
<i>Our Services</i>	<i>9</i>
<i>Workplace Clubs</i>	
<i>Sports Clubs</i>	
<i>Training and Development</i>	
<i>Our Facilities</i>	<i>12</i>
<i>Health and Fitness</i>	
<i>Social</i>	
<i>Our Activities</i>	<i>14</i>
<i>Members</i>	
<i>Community</i>	
<i>Business Plan 2018</i>	<i>17</i>
<i>Our Finances</i>	<i>25</i>



Council Members 2018

President	David Sterling
Chairman	David Ferguson
Vice-Chairperson	Heather Cousins
Honorary Treasurer	Michael Carson
Chief Executive	Gerry Kelly
Affiliated club representatives	Siobhan Smyth Kitty Brown Gavin McCann Karen McConnell Brian Vincent Geraldine Heaney

Elected representatives	Bertie Ellison Lynda Sloan Colin McWhirter Brian Murphy Conor McGeown Val Russell
NICS Social Club representative	David Reilly
Pavilion based Sports Club representative	Chris Heatley

President's Introduction

I am delighted to introduce this report which reflects the tremendous progress of the Association during 2018 in providing sport, leisure and health and wellbeing services and activities to members of the Association and to the community at large.

I am particularly pleased with the continued success of the Association's health and wellbeing initiatives particularly the WELL Programme which continues to make a very valuable contribution to workplace health and wellbeing within the NICS. I strongly believe that the programme, along with the many other lifestyle and health promoting activities that the Association delivers to staff plays an important part in promoting the benefits of a healthier lifestyle to staff and in helping to sustain morale at a time of unprecedented change and challenge for all those working within the NICS.

The Association has continued to develop the services and activities that it provides to its members and to the local and wider community. This was clearly evident during the year by the delivery of regional events and activities for members, training and educational services under the Findout brand, the continued enhancement of facilities at the Pavilion Complex and the increased number of community and charitable events held at the Pavilion Complex.

I would like to take this opportunity to thank all those who give so willingly of their time to promote and support the work of the Association and ultimately to make a positive difference to the lives of others-the Council, Volunteers in offices around the country and staff -your dedication, commitment and enthusiasm for

the work of the Association is acknowledged and very much appreciated.

Finally, I would like to pay a personal tribute to David Ferguson the outgoing Chairman for the significant contribution he has made to the Association during his term as Chairman.

He has played a pivotal leadership role in the success of the Association during his tenure which I believe has greatly enriched and improved the lives of so many people who are involved with the Association.

On behalf of the Association I would like to express my sincere gratitude to David and to wish his successor Heather Cousins continued success as the new Chair.



David Sterling
President



Chairman's Foreword

I am delighted to present to you the Association's annual report and financial statements for 2018 after another very successful year for the Association and its members.

The services that we provide and the number and range of activities that we deliver continued to grow throughout the year. We also grew as an organisation, with five new affiliated clubs and a number of new activities to encourage greater participation in sport and recreation. Our existing clubs continued to develop through a sports development grant aimed at improving playing and coaching standards, and our membership benefits scheme provided an even a greater number and range of offers and discounts in outlets across the island of Ireland.

We continued to play an important role in supporting local and wider community objectives by hosting a number of local and international events at The Pavilion, Stormont, including one day international cricket matches between Ireland and Afghanistan, the UK Pipe Band Championships and high profile Irish hockey finals throughout the year. 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 and wider community and an international audience.

We also continued to play host to local community and charitable initiatives, including multi-cultural sports events, football and rugby academies, children's summer schemes and a number of local and UK fundraising activities which helped raise over £500,000 to support the work of several local and UK based charities.

In relation to health and wellbeing we delivered over 100 courses throughout the year to a range of government Departments, agencies and organisations in the wider public, private and voluntary sectors. We also continued to play a pivotal role in improving the health and wellbeing of NICS staff through the delivery of a range of health and wellbeing activities and services under the WELL Programme, and we increased the number of workplace WELL champions now involved in promoting the programme in their workplaces. Alongside all of this activity, our FindOut training initiative secured new contracts for personal and team resilience and team building with a number of organisations in the public, private and voluntary sectors. We developed our facilities for members at the Pavilion complex, upgrading the outdoor pitches, replacing floodlighting at the Playball artificial pitches and securing greater efficiency by upgrading all the internal and external lighting to LED. On the wider financial and business front, we recorded a surplus for the year and we succeeded in paying the final instalment of a £1.2million loan for capital works carried out in 2002, despite challenging economic and trading conditions. We also carried out a review of our objectives which culminated in the development of new strategic and business plans for 2019-2021. The plans maintain our focus on building on the progress we have made over the past number of years in developing our services activities, and facilities for members and in contributing to similar work in the wider community.

This will be my last introduction to the annual report. After 15 very rewarding and enjoyable years as Chairman of the Association I am stepping down from the role and handing over to Heather Cousins. I want to take the opportunity to



convey my wholehearted thanks to all those who have served with me on Council and the Executive Board for their commitment and support, to all of the staff for their energy, drive, enthusiasm and courtesy, and last but far from least to the hundreds of volunteers who are a mainstay of the organisation and have given of their time to further the work of the Association for the benefit of others.

I wish Heather every success in taking the organisation forward to the next stage of its development.

A handwritten signature of David Ferguson in black ink.

David Ferguson
Chairman





Our Vision
To improve the quality of people's lives.

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

Our Membership



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

*We have **8494** members including **1196** NICS Social Club members and **239** Activ members.*

In 2018 we:

- Delivered **55** Membership Roadshows in **31** workplace locations throughout NI.*
- Attended **9** workplace affiliated club AGMS*
- Held an Annual Awards ceremony to recognise the efforts of over **50** workplace and sports club members.*
- Recruited **804** members.*
- Established **5** new workplace clubs.*
- Completed the year with **72** workplace clubs throughout NI.*
- Finished the year with **13** Sports Clubs based at the Pavilion Complex.*

Our Services- Workplace Clubs



The Association provides its activities and services to members through 72 workplace affiliated clubs. The year was particularly busy for all our clubs.

Highlights include:

- Bow House Strikers, Lisburn won workplace club of the Year*
- Five new workplace clubs were formed in Ballykelly, College Street, Victoria Hall/Centre House, Loughry campus and Bruce Street.*
- Annual grants paid to Workplace Clubs for club activities were in excess of £85,000*
- Over 500 events and activities were organised by workplace club committees during the year including Bowling nights, golf trips, Lagan boat trips, Motocross experience, family days, charity events, tournaments and competitions.*

Our Services- Sports Clubs

*We deliver our services through a wide range of sport clubs which operate from the Pavilion complex.
2018 highlights include:*

GOLF
90

MEMBERS

Organised numerous competitions including NICSSA/CSSC Handicap competition, Scratch Cup and NICSSA Open

FENCING
16

MEMBERS

Year of redevelopment for the club building up knowledge by attending coaching and refereeing courses

RAMBLING
77

MEMBERS

Participation in walks exceeded 500 people throughout 2018 including a five day walking trip to Dolomites

BOWLING
65

MEMBERS

NICS Ladies Bowlers won the Cliff Radcliffe Cup for Sports Team of the Year at the NICSSA Annual Awards

RUGBY
270

MEMBERS

Club delivered mini Rugby Players festival in April for players aged 6-10 in which our 140 mini rugby players took part.

ARCHERY
23

MEMBERS

Competed in the CSSC Outdoor Championships held in Huntingdon, returning with the Ladies Barebow gold medal and a fourth in Gents Freestyle Handicap

TENNIS
43

MEMBERS

The Club's teams in the Belfast & District League won the Junior Ladies' Knockout Cup and the respective Division of the Ladies' Evergreen League.

ATHLETICS
55

MEMBERS

Organised NICSSA cross country with over 670 entries. Mags Mathieson won Volunteer of the Year at NICSSA Annual Awards

TABLE TENNIS
32

MEMBERS

Increased membership and entered five teams in Belfast and District League

SQUASH
20

MEMBERS

The Club reached the semi final of Ulster Cup

Our Services- Training and Development



We provide a range of training services to the three sectors under the brands of FindOut and WELL. In 2018 we delivered 160 training and development events to over 3,500 participants across Ireland. These included:

- 27 Mental Health events*
- 68 Nutritional Events*
- 25 Personal Development Events*
- 40 Physical Health Events*

The NICS Well Team delivered 93 events to over 2,500 NICS staff. Out of all those who attended WELL Events 91% of participants indicated an intention to make a positive lifestyle change.

The WELL team recruited 31 new WELL Champions bringing the total number of WELL champions to 145 based in 86 buildings throughout NI.

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.

In 2018 we:

- Delivered **774** exercise classes to **9109** participants.*
- Enabled **2500** classes to be held in NICS workplace clubs throughout NI for our workplace club members.*
- Launched Vinyasa Yoga, Express lunch time circuits and an early morning Boot camp for our Activ members and users.*
- Reduced Carbon footprint at the Pavilion Complex by **77,000 Kwh** through an investment in LED lighting.*
- making a saving of **£7,000***

Our Facilities - Social



We deliver social and conferences services through a bar and restaurant at the Pavilion Complex which is managed by the NICS Social Club management.

In 2018 we:

- *Hosted **over 100** Conferences involving NICS departments and agencies and other public and charitable organisations.*
- *Hosted **over 50** Sporting and Recreational dinners and social events.*
- *Provided **15,700** Lunch and dinner covers at the Whistles restaurant.*
- *Hosted **93** members' Birthday parties at 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.

In 2018:

- Delivered 9 membership events to 1158 members.*
- We provided 228 discounted tickets to members for 48 concerts and sporting events.*
- 788 NICSSA members and guests from the local community attended our Easter Eggstravaganza event held at the Pavilion Complex.*
- 112 Members attended our annual Family Fun Day in the Share Discovery Centre, Lisnaskea.*
- 146 Tickets were sold to members for Pantomimes and Musicals.*
- 170 Members and friends of NICSSA attended 3 Shopping Trips to Kildare Village and Dundrum Shopping Centre.*

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.

2018 Highlights included:

- *Hosted Camp Yolo school holiday programmes with over **300** participants.*
- *Helped raise over **£500,000** for local and national charities.*
- *Attracted over **165,100** users to the PlayBall facility in 2018.*
- *Hosted major events such as Ireland vs Afghanistan Cricket International Test, 12 Ulster Hockey Championships/ Cups 2018 and Street Soccer World Cup.*
- *Held workshops and seminars that aim to improve the health and wellbeing of our local community including Breast Cancer Awareness talks, Diabetes information week, Bike Safety Clinic and Mood and Food workshop.*



Business Plan 2018 - Chief Executive's Report

I am delighted to report on the performance of the Association against the key priorities which are set out in the 2018 business plan. The objectives and priorities for the year are set out under three aims-to make a positive difference to the health and wellbeing of people; to positively contribute to wider community objectives; and to develop and deliver our services in a manner which promotes the long-term sustainability of the organisation.

A summary of the key business priorities for the year is set out on pages 18-23.

We fully implemented the 23 recommendations from the membership survey that we carried out in 2017 which resulted in the delivery of a greater number of roadshow visits to our workplace affiliated clubs and the development of new activities and services for members that meet their specific expectations.

Participation in activities also increased evidenced by the number of members and guests who attended events during the year-most notably the Easter event at the Pavilion Complex which attracted 750 members and guests, the new ski trip to Andorra which had 22 members and a range of other leisure and sporting events and activities organised by members throughout NI.

On the capital development front we secured the support of six governing bodies of sport to take forward ambitious capital development plans for the Pavilion Complex and succeeded in progressing to the stage 2 of the Sport NI funding process.

We continued to work with local community groups in the delivery of activities at the PlayBall facility particularly youth and church groups involved in community engagement projects.

We also worked with a range of organisations within the three sectors in the delivery of Resilience training-most notably Fostering NI, Cancer Focus, the Viridian Group as well as a range of NICS departments and Agencies.

On the financial front we ended the year with a modest surplus of £42k and succeeded in reducing our long term liabilities on the balance sheet by clearing the balance on a £1.2 million loan which we took out in 2002 to facilitate capital development at that time.

Finally we reviewed our strategic plans in consultation with staff, Council and stakeholders which resulted in the development of strategic and business plans for 2019-2021 which will now be overseen by our new Chair Heather Cousins following David Ferguson's departure as Chair at the AGM in March 2019.

Under David's leadership spanning 15 years the Association has seen a significant period of growth and development. He has led the development of new governance arrangements, established a number of mutually beneficial strategic relationships, secured funding to further develop facilities for all, and provided a strong platform for growth in the future.

On behalf of the staff team I would like to take this opportunity to pay tribute to David for the way in which he led



the organisation during his tenure and in particular for his professionalism, integrity and respect for others.

A handwritten signature in blue ink, which appears to read 'Gerry Kelly'. The signature is fluid and cursive.

Gerry Kelly

Chief Executive

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

<i>Objective</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Outcome</i>
<i>1.1 Grow participation within our full range of services.</i>	<i>1.1.1 Implement the recommendations of the membership satisfaction surveys that were carried out in 2017.</i>	<i>Number of recommendations fully implemented</i>	<i>All 23 recommendations fully implemented by June 2018.</i>	<i>All recommendations from the survey implemented in full.</i>
	<i>1.1.2 Develop and implement sports, leisure and health and wellbeing activities to add to the existing portfolio</i>	<i>Number of new sports / leisure activities developed and delivered.</i>	<i>Develop and deliver two new sports/leisure activities for members by Dec 2018</i>	<i>Very successful beginners Ski trip to Andorra delivered for 22 members in March 2018.</i> <i>Return visit fully booked for 3rd March 2019 with 24 participants.</i> <i>Easter event at the Pavilion Complex attended by just under 800 members and families.</i> <i>Very successful programme of events delivered in the year with participation levels up in most events.</i>

<i>Objective</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Outcome</i>
<i>1.2 Develop our facilities to meet customer needs</i>	<i>1.2.1 Take forward stage 2 of the master plan for capital development of the Pavilion Complex</i>	<i>Stakeholder awareness/ engagement.</i> <i>Project sustainability.</i> <i>Detailed designs.</i>	<i>Complete stakeholder consultations on the project by March 2018.</i> <i>Secure at least 2 stakeholders involvement in the project by June 2018.</i> <i>Develop the detailed financial model for the project by June 2018.</i> <i>Complete detailed designs by Dec 2018.</i>	<i>Consultations with Pavilion based clubs on capital proposals completed.</i> <i>Secured the support of six governing bodies of sport for the proposed capital project at the Pavilion.</i> <i>Consultations with governing bodies of sport, schools and community groups to be completed January 2019.</i>

<i>Objective</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Outcome</i>
<i>1.2 Develop our facilities to meet customer needs</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>Secure 2 funding partners by Dec 2018.</i>	<i>Application for £1 million through to stage 2 of the SportNI funding process.</i>
	<i>1.2.3 In consultation with Project Lead SIB contribute to the development of wellbeing facilities as part of new NICS Accommodation Standards.</i> <i>1.2.4 Develop further catering facilities to meet demand, facilitate the hosting of major events and improve turnover.</i>	<i>Fit for purpose Wellbeing facilities</i> <i>Provision of outdoor catering</i>	<i>New NICS Accommodation standards with fit for purpose wellbeing space.</i> <i>New mobile catering unit implemented by March 2018</i>	<i>NICSSA now represented on the NICS Agile Working Group who are responsible for the design and implementation of NICS Accommodation standards.</i> <i>Applied for funding to secure unit. Application was rejected.</i>

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

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance target</i>	<i>Progress</i>
<i>2.1 Widen our engagement with community and public leaders to further promote our services.</i>	<i>2.1.1 Deliver community engagement initiatives to promote the Association's activities and services</i>	<i>Number of Initiatives delivered</i>	<i>Deliver 2 community engagement Initiatives by Dec 2018</i>	<i>Worked with young adults in number of youth and local church groups on the delivery of four football and multi-sports tournaments at the PlayBall facility.</i>
	<i>2.1.2 Improve access and egress arrangements to the Pavilion Complex for members and users.</i>	<i>Fit for purpose arrangements.</i>	<i>Contribute to plans to develop new access and egress arrangements at the Complex by Dec 2018.</i>	<i>Work in progress</i>
	<i>2.1.3 Develop mutually beneficial partnerships with the wider public sector, District Councils, community groups and sports governing bodies to further promote our services and facilities</i>	<i>Number of partnerships developed.</i>	<i>Two new mutually beneficial partnerships developed by Dec 2018.</i>	<i>Secured tender to deliver Resilience training to staff in local councils.</i> <i>Working with Fostering Network NI to deliver a range of services for parents and young people.</i>

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</i>	<i>Performance Target</i>	<i>Progress</i>
<i>3.1 Maintain and grow existing revenue streams</i>	<i>3.1.1 Develop and implement further business initiatives in all areas to ensure continued financial growth and long-term sustainability.</i>	<i>Organisational turnover</i>	<i>Increase organisational turnover by 5% (£90k).</i>	<i>Work in progress.</i>
<i>3.2 Achieve greater efficiency in the delivery of our services and the management of our facilities.</i>	<i>3.2.1 Implement fully the recommendations of the energy efficiency review carried out by Invest NI.</i>	<i>Savings achieved.</i>	<i>Achieve energy savings of 20% (approx. £9k) by Dec 2018.</i>	<i>Achieved 27% reduction in energy use in the year which reduced the electricity bill by £7k and carbon tariff by £1K.</i>
	<i>3.2.2 Work towards achievement of reserves policy objective of three months operating costs.</i>	<i>Numbers of months operating costs.</i>	<i>Achieve 2 months operating costs (£120k) by Dec 2018.</i>	<i>Plans to increase the funds to investment account by £2k per month from December 2018.</i>

Objectives	Priority	Performance Measure	Performance Target	Progress
3.3 Review corporate brand	3.3.1 Review the organization's corporate branding to ensure that it remains fit for purpose and reflects the aspirations of our membership and stakeholders	Corporate identity/ branding assessment	Assessment undertaken by February 2018.	Work in progress
3.4 Develop new income streams	3.4.1 Develop a fundraising strategy as a means of raising additional revenue to support capital development.	Fundraising Strategy developed and implemented.	Develop and implement a fundraising strategy by April 2018.	Work in progress.
3.5. Sustain and grow membership	3.5.1 Increase the number of workplace affiliated clubs	Number of clubs established	Increase by 3 the number of workplace clubs.	New clubs formed in College Street, Bruce Street, Loughry Campus, Ballykelly House Victoria Hall/Centre House
	3.5.2 Increase NICSSA membership numbers	Net membership growth	Achieve 1% net membership growth.	Net growth of 33 members.
3.6 Manage Organizational Risk	3.6.1 Monitor organisational risks.	Working register	Monitor risks and opportunities on a quarterly basis.	Register reviewed and updated November 2018. A number of changes to the register were made to reflect the changes in business risk and opportunity.
3.7 Develop a new Strategic Plan	3.7.1 Develop a new Strategic and Business Plan 2019-2021 which reflects the aspirations and expectations of key stakeholders.	Plan for 2019-2021 formulated and ready for implementation December 2018.	Formulation and Implementation of plan by Dec 2018	Strategic Plan for 2019-2021 formulated and agreed by Council for implementation in January 2019.

NICS ladies
Bowling Team



Financial Report

This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on pages 26 and 27 of this report. In summary, income for the year was down by £19K and expenditure was the same as 2017.

Turning to the detail there were a number of reductions in income during the year – most notably income from Findout Training which fell by £10k as a result of the phasing by clients of their training and development requirements over an extended period. Playball also recorded a reduction of £10k showing the impact of the closure of the facility for six days in March 2018 as a result of adverse weather and the impact of the FIFA World on bookings in July 2018. Other income also dropped as a consequence of the absence of revenue from ma-

jor events such as the Gran Fondo which was held in June 2017.

These variations were partially offset by increases in revenue from facilities charges of £4K as a result of an increase in charges to third party users of the Complex, an increase of £5k from subscriptions and the increase in HealthWorks income of £4k from the delivery of additional courses during the year.

Overall expenditure was the same as 2017 figure. Whilst there were increases in costs associated with salaries, and depreciation these were offset by reductions in Health Works, Grants to Clubs, Loan interest and Findout costs.

Turning to the detail behind the expenditure of Health Works spend fell by £4K as a result of the decision to use more in-house resources for health exhibitions.

Grants to Clubs showed a reduction of £4k reflecting the impact of fewer members within affiliated clubs. Despite increasing overhead costs Business Support costs only remained the same as 2017 due primarily to improved operational efficiency. Interest on loans fell by £1k as the amount owing on the principal of loans reduces year on year.

Despite higher energy costs the cost of running the Pavilion only increased by £2K largely due to greater efficiency. Salaries recorded a modest £5k increase showing the impact of annual salary increases. All other costs were similar to the previous year.

The net position of the movements in income and expenditure during the year resulted in a £42K surplus and an increase in total reserves to £870K.

ACCOUNTS

Northern Ireland Civil Service Sports Association Limited

Management Information

Year Ended 31 December 2018

Detailed Income and Expenditure Account

	2018 £	2017 £
Turnover		
Subscriptions	457,284	452,104
Healthworks (including WELL grant)	174,160	170,283
Find Out	42,389	52,491
PlayBall (pitch hire, summer scheme, advertising)	249,654	260,677
Activ Gym	73,819	75,287
Facilities charges	80,197	76,110
Other Income	9,462	20,663
Deferred income (capital grants amortised)	54,980	53,686
	<u>1,141,945</u>	<u>1,161,301</u>
Interest receivable		
Interest on deposits	64	61
	<u>1,142,009</u>	<u>1,161,362</u>
Expenditure		
Administrative expenses		
Staff costs	528,016	522,966
Healthworks	39,613	43,835
PlayBall	5,506	6,159
Activ Gym	16,469	16,672
Find Out	8,876	15,191
Grants to Clubs	86,800	85,352
Membership benefits	19,103	24,711
Competitions - Civil Service Sports Council	3,252	1,226
Competitions – NICS Sports Association	3,177	6,207
Competitions – Regional activities	1,494	810
Business support costs	115,416	116,168
Pavilion complex costs	101,612	99,076
Depreciation	157,286	147,742
	<u>1,086,620</u>	<u>1,086,115</u>
Interest payable		
Loan interest	13,276	14,172
	<u>12</u>	<u>12</u>
Taxation		
	<u>1,099,908</u>	<u>1,100,299</u>
Surplus for the year	<u>42,101</u>	<u>61,063</u>

Northern Ireland Civil Service Sports Association Limited

Balance Sheet

Year Ended 31 December 2018

	2018 £	2017 £
Fixed assets		
Intangible assets	12,879	14,719
Tangible assets	2,170,239	2,220,891
	2,183,118	2,235,610
Current assets		
Debtors due within one year	59,888	71,751
Cash at bank and in hand	41,587	74,899
	101,475	146,650
Creditors: amounts falling due within one year	(363,374)	(398,751)
Net current liabilities	(261,899)	(252,101)
Total assets less current liabilities	1,921,219	1,983,509
Creditors: amounts falling due after more than one year	(1,050,772)	(1,155,203)
Net assets	870,447	828,306
Capital and reserves		
Share capital	1,452	1,452
Capital reserve	3,138	3,098
Unappropriated reserve	865,857	823,756
Total reserves	870,447	828,306



The Pavilion Stormont
Stormont Estate
Upper Newtownards Road
Belfast
BT4 3TA

T: (028) 9052 0404
E: info@nicssa.co.uk
W: www.nicssa.co.uk