

2019

ANNUAL REPORT



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COUNCIL MEMBERS 2019

President

David Sterling

Chairperson

Heather Cousins

Vice-Chairman

Bertie Ellison

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

Tom Kennedy

Lynda Sloan

Colin McWhirter

Brian Murphy

Val Russell

Caron Alexander

NICS Social Club representative

David Reilly

Pavilion based Sports Club representative

Chris Heatley



PRESIDENT'S INTRODUCTION



DAVID STERLING

I am delighted to be associated with this report which I am sure you will agree reflects the tremendous progress of the Association during 2019 in further developing its services, facilities and activities for members and the local and wider community.

As President of NICSSA I was particularly pleased to learn about the continued development and growth of the Association's health and wellbeing initiatives under the WELL Programme which I strongly believe makes a very valuable contribution to the lives of Civil Servants and their families.

I know that the programme, together with the diverse range of sporting, lifestyle and health promoting activities that the Association delivers to the NICS plays an important role in promoting good health to staff and in helping to sustain morale at a time of unprecedented challenge for all those working within the NICS.

I would like to take this opportunity to thank all those who have given so freely of their time during the year to promote and support the work of the Association -the Council, Volunteers in offices around the country and staff - your dedication, commitment and enthusiasm to support others within and outside the NICS is acknowledged and very much appreciated.

A handwritten signature in white ink, appearing to be 'DS', located in the bottom right corner of the page.



CHAIRPERSON'S FOREWORD



HEATHER COUSINS

In this my first year as Chair I am delighted to introduce the Association's annual report and financial statements for 2019. It has been another successful year for the Association and its members.

We continued to put members at the heart of everything we do and this was reflected in the development and delivery of a varied programme of activities for members across NI combining well established sporting and leisure events throughout the country, with new events such as the Easter Extravaganza and Shopping Trips to Dundrum and Kildare.

We are committed to providing value for money membership and during the year we further developed our benefits package for members with the addition of membership plus Extras, Exclusives and Experiences which complements the existing 1500 discounts and offers delivered to members through the membership plus directory.

We continued to work closely with our workplace regional affiliated clubs and their members to develop activities and services to meet their specific needs and introduced a series of meet and greet sessions to promote closer engagement between our staff and members. We introduced a new club in BallyKelly during the year and we also increased the number of members within sports specific clubs at the Pavilion Complex such as hockey, cricket and rugby through the development of new teams at junior level.

In conjunction with the NICS OHS we 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. In this context we delivered over 110 health and wellbeing courses and exhibitions throughout the year to staff in a range of government Departments, agencies and organisations in the wider public, private and voluntary sectors. We also increased the number of workplace WELL champions now involved in promoting the programme in their workplaces and we upgraded the WELL website with the inclusion of a number of additional features for the benefit of staff.

The Findout Programme of training continued to grow in the year with new courses developed and delivered to companies in the area of personal and team resilience, team building, and communicating with impact.

We were successful in progressing to the final stage of the SportNI funding process to facilitate further capital development at the Pavilion Complex.

We continued to play our part within the local community by supporting a number of local and wider community initiatives at The Pavilion, Stormont, including one day international cricket matches between Ireland and Afghanistan and Inter-provincial Hockey and Cricket matches. In addition we hosted the NI Football Team during their European Championship Fixtures with Holland and Germany. These events were hugely successful in raising our profile in the area of event management and in promoting the facilities at the Pavilion and the Stormont Estate to a community and international audience.

We also played an important role in contributing to local charitable initiatives, including multi-cultural sports events, children's summer schemes and a number of local and UK fundraising activities which helped raise over £700,000 to support the work of a number of local and UK based charities.

On the wider financial and business front, we recorded a modest surplus for the 10th consecutive year and we further reduced our loan liabilities. All of this achieved against a backdrop of challenging economic and trading conditions.

Of course all this does not happen by chance-it takes an enormous effort on the part of a number of dedicated people. I would like to take this opportunity to convey my wholehearted thanks to all those who have contributed to that success- Executive Board, Council, staff and large army of volunteers representing our network of clubs throughout NI. Your time, energy and commitment to the work of the Association is warmly acknowledged and greatly appreciated.

Ulfester Cousins

OUR SUCCESS 2019

Membership

In the area of membership we:

- Ended the year with **8417** members of which **1079** are NICS Social Club Members and **251** are Activ members.
- Recruited **927** new members.
- Secured representatives in **56** Workplace Clubs across the NICS.
- Recognized the efforts of over **50 NICSSA members** at the Annual Awards Night.



Membership

We also delivered:

- New exclusive offers in a number of locations and outlets including SpecSavers, Membership Plus cars and IMC Cinemas.
- **1402** discounted cinema tickets to our members throughout NI.
- **16** centrally organized events throughout the year to **980** participants.

Workplace Clubs

Through our workplace affiliated clubs we:

- Provided over **£82k** in grants throughout the year.
- Held membership roadshows in **37** workplace clubs throughout NI.
- Facilitated the delivery of over **500 events and activities** to members including bowling nights, theatre trips, tournaments and competitions.



Community Outreach

In relation to community outreach we

- Hosted major sporting events in 2019 including a number of international Cricket and Hockey fixtures.
- Achieved **9180** PlayBall bookings from community groups and teams.
- Raised over £700,000 for local and national charities.
- Accommodated **5** school holiday programmes for over **500** participants.
- Welcomed over **980** people from throughout NI to The Pavilion for our annual Easter Eggstravaganza event



OUR SUCCESS 2019



Health and Wellbeing

Our WELL Team delivered:

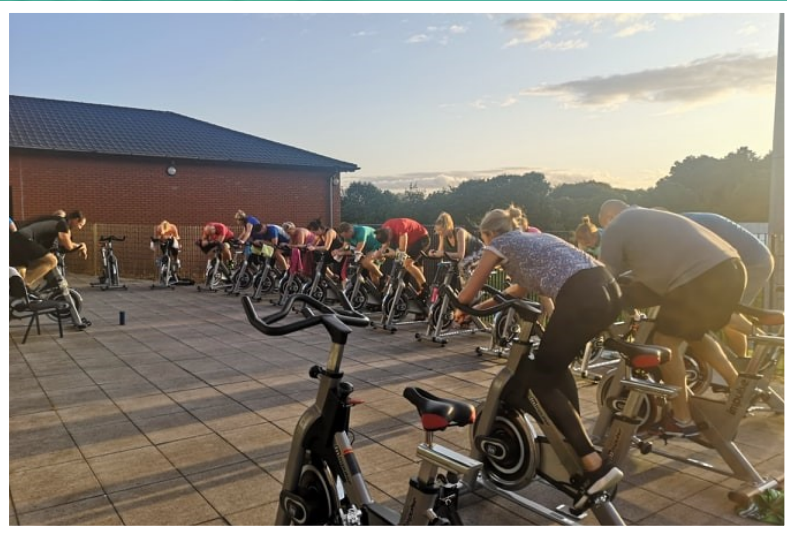
- *39 Mental Health events*
- *17 Nutritional events*
- *42 Personal Development events.*
- *48 Physical Health events.*

Health and Wellbeing

Our WELL Team:

- *Recruited 66 Champions.*
- *Managed 166 Well Champions in buildings throughout NI.*
- *Hosted 75 Well Champions and dignitaries at the Annual WELL Convention.*
- *Developed and delivered a new WELL website with improved functionality.*





Health and Wellbeing

Our Activ Team:

- Delivered **822** classes to **9,522** participants .
- Developed gym inductions including training plans for **115** new Activ Members.
- Finalist in NI Health and Fitness Awards
- Created gym challenges throughout the year involving over **70** participants

Social and Conferencing

Our Front of House Team:

- Hosted **349** events at the Pavilion involving NICS departments and agencies and other public and charitable organisations.
- Hosted **351** Sporting and Recreational dinners and social events.
- Provided **9172** Lunch and dinner covers at the Whistles restaurant and **1141** Christmas Dinners.
- Hosted **121** members' social events at the Pavilion.



OUR SUCCESS 2019

Sporting Clubs

Highlights in the year include:

Table Tennis Club:

- Five teams competing in four divisions of the Belfast & District League.
- Martin Pickles is currently ranked No.1 in Ireland in the over 70s classification.

Squash Club

- Member David Ayerst won Ulster open, Leinster open, Connacht open. At the home nations he represented Ireland at over 40 and 45s.
- At European level David won the Hungarian masters and the German masters. He is ranked 4th in Europe for the over 45s.

Bowling:

- Senior team promoted to Division One.
- Midweek team promoted to Division One.
- Ladies Team promoted to Division One.
- Ladies Team won League and Cup double.



Football Club:

- Club compete in the NAF league.
- Field two teams with first team playing in 2B second team in 3F.



Athletics Club

- Stormont Cross Country held in February 2019 with a record attendance.
- C25K programme graduated in June 2019 with 18 graduating.
- 10K new horizons programme graduated in November 2019 with 10 graduating.
- Charity partnership with Air Ambulance NI established, raising over £1400.

Fencing:

- Alex Newell selected for NI Youth team in 2019.
- Suzie Cave made her debut for NI on senior women's epee team at 5 Nations and represented GB in Triathlon and Modern Pentathlon.

Tennis:

- Ladies' teams finished runners-up in both the Winter League (Division 2) and Junior Knockout Cup.
- Internal Competitions proved enjoyable and hard-fought. In addition, the series of popular Saturday Tournaments held at intervals throughout the year were well attended.

Golf Club

- 62 Players took part in NICSSA/CSSC Handicap Competition won by Kevin Quinn.
- 24 Players entered scratch Cup and 5 went through to UK National Finals.
- 57 Players entered NICSSA Open which was won by Tim Johnston.

CHIEF EXECUTIVE'S REPORT

Business Plan Performance 2019



GERRY KELLY

I am delighted to report on the performance of the Association against the key priorities which are set out in the 2019 Business Plan.

This year's business plan is the first plan of a three year rolling strategic plan 2019-2021 which sets out a number of ambitious objectives and priorities under three key themes:

People-getting more people involved in sport and leisure activity and keeping them involved into later life;

Places- focusing on providing fit for purpose spaces for people with all levels of ability to take part in sport and leisure activity; and

Products- which aims to meet the expectations of our members and others in terms of the services and activities that we deliver to them.

A summary of the progress on the key business priorities for the year is set out on pages 16-20 of this report. The majority of what we set out to achieve during the year was achieved.

As part of our aim to provide fit for purpose spaces where people can take part in sport and leisure activity:

We successfully progressed to the final stage of SportNI funding process for the development of a new indoor multi-sports facility at the Pavilion Complex.

We also continued to work with our regional affiliated clubs and Departments to provide wellbeing spaces in government building and secured agreement to develop a wellness

space in one of our affiliated clubs in the North West.

We worked closely with the Stormont Estate to promote the outdoor facilities within the estate to members and more widely worked in



conjunction within Outdoor Recreation NI to promote outdoor recreational facilities to our members in affiliated clubs throughout NI.

In the area of people our aim is to encourage more people to get involved in activity and keep them involved into later life. In this context we:

- Increased our footfall in all of the sporting and recreational facilities at the Pavilion Complex and regionally secured more people participating in their club activities which we supported by an increase in the grants that we paid to clubs in the year.*
- Increased participation in regional activities 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 over 500 members and guests, the ski trip to Andorra which had 22 members and a range of other leisure and sporting events and activities organised by members of affiliated clubs throughout NI.

- Worked closely with the WELL Champions to get more people involved in health and wellbeing activities and this was reflected in the significant increase in the number of wellbeing courses and exhibitions we delivered throughout the year-up by 10% on the 2018 figure.
- 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.
- Worked with a range of organizations within the three sectors in the delivery of Resilience training-most notably Fostering NI, the Viridian Group as well as a range of NICS departments and Agencies.

In terms of the product and services that we offer our members we:

- Continued to develop the membership plus scheme and extended the offering to members with the inclusion of a range of discounts and offers under Membership Plus Exclusives, Experiences and Extras.
- Introduced a new health and wellbeing assessment initiative with the purchase of a cardio scanner and enhanced Body Composition Assessment Equipment.

To enable the delivery of our services, activities and further develop our facilities we:

- Introduced a new CRM system, developed a greater presence on social media and developed meet and greet sessions with members to promote greater engagement between our staff and members.
- Continued to develop the capacity and capability of our staff team and restructured the organization's staffing structure to ensure that it remained fit for purpose.
- Improve our operational efficiency, reduced operational running costs and increased overall turnover through a number of income generating initiatives including developing a new health assessment programme and developing

a coffee facility for the new Stormont Playpark-all of which helped us secure a modest surplus of £59k and succeed in reducing our long term liabilities on the balance sheet.

On behalf of the staff team I would like to take this opportunity to thank all those who supported us during what turned out to be a very busy year-the Executive Board led by Heather Cousins, the Council and of course all the volunteers who give so freely of their time to support others.



Places

BUSINESS PLAN 2019

Aim 1: Provide fit for purpose spaces where people can participate in sport and leisure activity

Objective	Priority	Performance Measure	Performance Target	Progress
To develop high quality fit for purpose sporting and leisure spaces to meet the needs and expectations of our members and customers.	Further develop the facilities at the Pavilion Complex, Stormont for members and customers.	The number of facilities developed.	Formulate the business plan for new multi sports facility at the Pavilion by December 2019.	Application for funding through to final business case stage. Completing tender documents for employment of design team.
	Develop wellness spaces for our members within workplace affiliated clubs.	The number of fit for purpose wellness spaces established.	Agree by December 2019 the design of wellness spaces in workplace affiliated clubs as part of the NICS Accommodation standards.	Continuing to work with Agile Working Group on securing NICS wellness facilities in affiliated clubs.
	Develop new outdoor spaces for the provision of sport and leisure activities	Number of outdoor sport and leisure spaces developed.	Develop 2 new outdoor activity spaces to facilitate new activities.	Working with Stormont Estate staff to develop changing and showering facilities and cycling sheds at the Pavilion Complex.

BUSINESS PLAN 2019

People

Aim 2: Encourage more people to get involved in more activities and keep them involved into later life

Objectives	Priority	Performance Measure	Performance target	Progress
By 2021 to have greater participation in sport and leisure activity by a greater number of people.	Increase the number of members participating in NICSSA events and activities with specific emphasis on underrepresented groups.	<p>% increase in participation levels.</p> <p>% increase in participation in underrepresented groups.</p>	<p>To establish a baseline figure for participant by members in NICSSA activities by March 2019</p> <p>To increase by 5% the number of people participating in sport and leisure activity by Dec</p>	Overall participation by members in centrally organized events showed a reduction of 224 (19%) in the year from 1158 to 934 mainly due to the absence of the family fun day
	Increase footfall in all of the services and activities at the Pavilion Complex.	% increase in footfall in all areas of the business	Secure a 10% increase in footfall in all areas of the business at the Pavilion by December 2019.	Footfall up at Playball, Whistles restaurant and bar and Active gym evidenced by an increase in the number of bookings and an increase in overall turnover. See executive report for details.

BUSINESS PLAN 2019

Product

Aim 3: Meet and exceed member and customer expectations in the delivery of our services

Objectives	Priority	Performance Measure	Performance Target	Progress
Develop a greater number and range of activities for members.	Increase the number and range of activities that we deliver across all our affiliated clubs.	Number of new activities developed and delivered. Participation levels.	Develop and deliver 4 new activities which can be accessed by all members by December 2019.	Achieved
Increase the number and range of services that we deliver to members and customers.	Introduce new services to meet the needs and expectations of members and customers.	No of new services	Introduction of Membership Plus Premium offers by March 2019. Health and wellbeing Assessment Centre by May 2019.	4 new offers secured with Hastings Hotels, Traction cars, Omniplex cinemas and Specsavers. New Assessment Centre opened in December 2019.

BUSINESS PLAN 2019

Enablers

Aim 4: Develop strategic enablers to support the delivery of the strategic and business plan

Objectives	Priority	Performance Measure	Performance Target	Progress
<p><u>Staffing</u></p> <p>Ensure that the right staff are in the right places at the right times.</p>	<p>Develop organisational and individual capacity and capability to support the delivery of the strategy.</p>	<p>Report on staff training needs.</p>	<p>Carry out a training needs analysis to assess team and organisational capability by March 2019.</p> <p>Implement by May 2019 staff job rotation to promote individual and team capacity and capability.</p>	<p>Training delivered to 7 staff in a number of competencies including the handling of first aid/ defib use.</p> <p>New Job rotation process in place for customer services staff.</p>
<p><u>Systems</u></p> <p>Develop a fit for purpose communication and information systems to improve connection between and with members.</p>	<p>Develop digital communication systems to connect with customers and members.</p> <p>Develop and implement a Customer Relationship Management System (CRM)</p>	<p>Introduction of new systems.</p>	<p>Introduce new CRM system by April 2019.</p> <p>Introduce new social media platforms by January 2019.</p>	<p>New membership system fully implemented in August 2019.</p> <p>Access controls at the Pavilion Complex to be implemented by 1st February 2020.</p>
	<p>Review memberships system to ensure that it remains fit for purpose.</p>	<p>Review of membership system.</p>	<p>New membership system introduced if applicable by April 2019.</p>	<p>Complete with membership system implemented.</p>

BUSINESS PLAN 2019

Enablers Continued

Aim 4: Develop strategic enablers to support the delivery of the strategic and business plan

Objectives	Priority	Performance Measure	Performance Target	Progress
<u>Structure</u> Have a fit for purpose staffing structure to support the delivery of the strategic plan	Review staffing structure and make changes/ recommendations that are appropriate to meet the current and emerging business need.	Report on review of structure.	Complete review by April 2019	Review complete with new staffing structure implemented on 1 January 2020.
<u>Resources</u> To be in a position to service what we want to do with the financial resources that we have and those that we generate	Develop new sources of funding to provide for organisational growth. Improve efficiency in the delivery of services.	Number of new sources of funding secured. Increase in profitability	Develop a fundraising strategy to support capital development by May 2019. Achieve a 20% increase in surplus in 2019	Generating a new source of income from the Stormont Playpark café. Overall combined turnover for the year up by £166k with Club and Association showing surpluses for the year.
<u>Style</u> Ensure that we have appropriate branding which reflects the vision and mission of the organisation	Review corporate branding and sub branding to ensure that they are easily recognisable and consistently applied in our communication with members and stakeholders.	Report on review of Branding	Complete review by August 2019	Rescheduled and part of a more strategic conversation on the area of communication.





FINANCIAL REPORT-2019

This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on pages 24 and 25 of this report.

In summary, income for the year was up by £14K and expenditure was down by £3k.

Turning to the detail there were a number of reductions in income during the year – most notably income from Playball which fell by £4k which showed the impact of the transitional arrangements of the introduction of a new online payment platform. Other income dropped by £3k reflecting the absence of a one off donation from Belfast City Council of £5k in respect of hosting the Pipe Band Championships which were held in Banbridge in 2019.

These reductions were offset by an increase in income of £15k for WELL following the delivery of additional services, Findout up by £7k showing the impact of the delivery of new courses and subscriptions up by £2k reflecting the very small increase in the subscription rate in July 2019.

The net result of these variations was a £14k increase in revenue for the year.

Overall expenditure was down by £3k. Whilst there were increases in costs associated with salaries, Findout and Competitions these were offset by reductions in all other areas of expenditure to leave a net reduction of £3k for the year.

Turning to the detail behind the expenditure, salaries were up by £11k as a result of the annual pay increase and costs associated with the restructuring of the staffing structure in December 2019, Competition costs were also up by £6k as a consequence of the advance purchase of day out tickets and the hire of a marquee to facilitate summer camps and other sporting events.

Pavilion costs decreased by £3k due to a reduction in overheads, WELL spend also fell by £6K as a result of the decision to use more in-house resources for health exhibitions. Activ gym costs fell by £3k with tighter control on operating costs. Business support costs also fell by £7k due to reductions in travelling expenses and stationery costs.

Grants to Clubs showed a reduction of £1k. Interest on loans fell by £1k as the amount owing on the principal of loans reduces year on year.

The net position of the movements in income and expenditure during the year resulted in a £59K surplus and an increase in total reserves to £929K.

Turning to the balance sheet fixed assets reduced by £95K showing the impact of depreciation of assets in the year. Current assets increased by £39k as a result of an increase in the reserve account and an increase in the amounts owed to the Association at year end.

Current liabilities also increased by £43k as a result of a higher overdraft which reflected an increase in cash being spent before year end to pay for new websites for WELL and Playball, staff restructuring and the purchase of a cardio scanner.

Creditors due after one year is down by £158k which reflects the full payment of liabilities in 2020 including loans for Playball offices £13k, Carbon Trust £15k, and Capital Goods Scheme Tax £27k. In addition the BOI loan £96k pa which has 2 years before completion.

INCOME AND EXPENDITURE ACCOUNT 2019

Management Information

Year Ended 31 December 2019

Detailed Income and Expenditure Account

	2019 £	2018 £
Turnover		
Subscriptions	459,253	457,284
Healthworks (including WELL grant)	188,737	174,160
Find Out	49,454	42,389
PlayBall (pitch hire, summer scheme, advertising)	245,157	249,654
Activ Gym	72,373	73,819
Facilities charges	79,064	80,197
Other Income	5,748	9,462
Deferred income (capital grants amortised)	54,981	54,980
	<u>1,154,767</u>	<u>1,141,945</u>
Interest receivable		
Interest on deposits	46	64
Total income	<u>1,154,813</u>	<u>1,142,009</u>
Expenditure		
Administrative expenses		
Staff costs	537,164	528,016
Healthworks	34,420	39,613
PlayBall	4,900	5,506
Activ Gym	12,676	16,469
Find Out	12,296	8,876
Grants to Clubs	83,485	86,800
Membership benefits	21,206	19,103
Competitions - Civil Service Sports Council	1,921	3,252
Competitions - NICS Sports Association	1,964	3,177
Competitions - Regional activities	10,324	1,494
Business support costs	107,170	115,416
Pavilion complex costs	99,470	101,612
Depreciation	156,823	157,286
	<u>1,083,819</u>	<u>1,086,620</u>
Interest payable		
Loan interest	11,560	13,276
Taxation	9	12
Total expenditure	<u>1,095,388</u>	<u>1,099,908</u>
Surplus for the year	<u>59,425</u>	<u>42,101</u>

BALANCE SHEET ACCOUNT 2019

Balance Sheet

Year Ended 31 December 2019

	Note	2019 £	2018 £
Fixed assets			
Intangible assets	5	11,039	12,879
Tangible assets	6	2,077,877	2,170,239
		2,088,916	2,183,118
Current assets			
Debtors due within one year	7	79,678	59,888
Cash at bank and in hand		60,760	41,587
		140,438	101,475
Creditors: amounts falling due within one year	8	(406,073)	(363,374)
Net current liabilities		(265,635)	(261,899)
Total assets less current liabilities		1,823,281	1,921,219
Creditors: amounts falling due after more than one year	9	(893,362)	(1,050,772)
Net assets		929,919	870,447
Capital and reserves			
Share capital	10	1,449	1,452
Capital reserve	11	3,188	3,138
Unappropriated reserve	12	925,282	865,857
Total reserves		929,919	870,447

The financial statements were approved and authorised for issue by the Council on xx March 2020.

Signed on behalf of the Council:

H Cousins
Chairperson

G Kelly
Secretary

M Carson
Treasurer

The notes on pages 9 to 15 form part of these financial statements.

Company registration number: IP000088

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