

# Northern Ireland Civil Service Sports Association

## ANNUAL REPORT 2020





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# COUNCIL MEMBERS 2020

## PRESIDENT

*David Sterling*

## CHAIRPERSON

*David Ferguson (From January 2021)*

*Heather Cousins (To December 2020)*

## VICE-CHAIRMAN

*Bertie Ellison*

## HONORARY TREASURER

*Michael Carson*

## CHIEF EXECUTIVE

*Gerry Kelly*

## ELECTED REPRESENTATIVES

*Lynda Sloan*  
*Colin McWhirter*  
*Brian Murphy*  
*Val Russel*  
*Caron Alexander*  
*Tom Kennedy*

## NICS SOCIAL CLUB REPRESENTATIVE

*Billy Gamble*

## AFFILIATED CLUB REPRESENTATIVES

*Siobhan Smyth*  
*Kitty Brown*  
*Karen McConnell*  
*Brian Vincent*  
*Geraldine Heaney*

## PAVILION BASED SPORTS CLUB REPRESENTATIVE

*Chris Heatley*





# CHAIRMAN'S REPORT



***I am delighted to present the Association's annual report and financial statements for 2020 in what has been by far the most challenging year in the organisation's 70 year history.***

*Despite the difficulties presented by the global pandemic I am particularly pleased with how the Association and its staff have adapted to the very challenging operating circumstances to continue to deliver services and activities to members and NICS staff across the country.*

*Our health and wellbeing initiatives, particularly the WELL Programme, continued to make a valuable contribution to the physical and mental health and wellbeing of members and NICS staff, and this was particularly important through the lockdowns during the year when the vast majority of the NICS worked from home.*

*Due to social restrictions we moved our services and activities to online platforms and delivered over 400 online courses throughout the year to a range of government Departments, agencies and organisations in the wider public, private and voluntary sectors. This included over 250 online exercise classes which were delivered to members and NICS staff using Facebook and Zoom. We also increased to 170 the number of workplace WELL champions now involved in promoting the WELL programme within their respective workplaces, and we succeeded in attracting just under 40,000 viewers to the new WELL website.*

*To complement the online services we launched our Steps to Fitness Initiative to provide an opportunity for members and staff to get physically active through the completion of a walking challenge. The first challenge, launched at the latter part of the year, was a tremendous*

*success with over 600 participants completing it within the 12 week target period.*

*To reflect the restrictions on High Street shopping and dining we developed and delivered a range of online offers and initiatives for members through the Membership Plus scheme. These included access to a range of discounted takeaway food offers and discount cards for several leading supermarkets to facilitate online grocery shopping.*

*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. The most notable of these was the international teams representing football, hockey and cricket in the run up to vital international fixtures. We also played host to Stoke City Football Club who spent a week at the Pavilion as part of their pre-season training preparations. 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 international audience.*

*We continued to support local community and charitable initiatives, evidenced during the first lockdown in March 2020 when members of Activ donated over £1200 to the Trussell Trust Foodbanks and a number of our affiliated clubs donated a proportion of their grant to a range of local charities.*

*The FindOut educational and training initiative delivered over 20 online resilience and other courses to a range of organisations within and outside the NICS. We also launched our new health and wellbeing assessment initiative which provides assessment, education and intervention*

*in a range of health-related areas including cardio health, body composition, metabolism and functional movement.*

*We developed our facilities at the Pavilion for members through the upgrade of the bowling green, the replacement of floodlighting at the Playball facility and the upgrade of the tennis club pavilion. Looking to the future, we also worked closely with a range of stakeholders and architects to take forward the design process for a proposed new capital development project for the Pavilion Complex.*

*Despite the unprecedented economic and trading conditions and a significant reduction in income we recorded a surplus of £105k for the year and succeeded in reducing our short and long term liabilities with the repayment number of loans in respect of the carbon trust, capital works at the Playball offices, and the payment of VAT in respect of the capital goods scheme.*

*It has been without a doubt a very challenging year professionally and personally for all those involved in the work of the Association. I would like to take this opportunity to pay tribute to the staff, Council, club representatives and members for their continued support and loyalty to the Association during the year and express my hope for a resumption of our activities in 2021.*



**Chairman**



# NICSSA MEMBERSHIP





**7932**  
NICSSA MEMBERS  
THROUGHOUT  
NORTHERN IRELAND

**59** WORKPLACE CLUBS  
THROUGHOUT NORTHERN



**£52,150**  
PROVIDED IN WORKPLACE  
CLUB GRANTS

### CLUB GRANTS WERE USED BY WORKPLACE CLUBS TO:

- Donate money to food banks and charities
- Buy Cinema tickets and Tayto Park tickets from NICSSA to distribute to members
- Hold prize draws for members to win prizes including vouchers for shops in their local areas
- Contribute towards members availing of days out in their local areas with their families including Christmas Santa trails



## REWARDING NICSSA MEMBERS

*2020 has been a challenging year and the lockdown has had a significant impact on the health and wellbeing of our members. So we rewarded a number deserving members who were nominated by their clubs for their endeavours to improve the lives of others. The winners received a range of gifts including Apple Watches and Christmas Cheer Hampers*



**SPORTS CLUBS**





# 1003

SOCIAL CLUB  
MEMBERS



# 127

MEMBERS  
RECRUITED  
IN 2020



# 14

ASSOCIATED  
SPORTS  
CLUBS

*This years sporting calendar was severely curtailed due to the COVID-19 pandemic. The majority of sports taking place at The Pavilion are deemed as “contact sports” and therefore the associated clubs had limited playing time in order to reduce the risk of spreading COVID-19.*

*We have used the time when the facility was closed to users to improve the facilities for the benefit of all our sports teams and users.*

*NICSSA would like to acknowledge and thank members for their the continued loyalty and understanding of our members during the year.*

### Improvements to Sports Facilities 2020

- Tennis Clubhouse refurbished
- Bowling Green lawn reseeded
- Replaced fascia & guttering on Bowling Pavilion
- Rejuvenated cricket wickets
- Implemented Pavilion access system
- Installed sanitising stations around the Grounds





# SOCIAL & CONFERENCING



**138** EVENTS HELD AT  
THE PAVILION

**3500** PEOPLE ATTENDED CONFERENCES,  
CHARITABLE & SOCIAL EVENTS



*The global pandemic caused many events to be cancelled due to restrictions on numbers allowed to gather indoors and because of travel restrictions.*

*In order to comply with NI Executive guidelines regarding COVID-19 the facility was equipped with hand sanitising stations, signage and one way systems. Internally The Pavilion was painted, new windows were fitted in Whistles and a sheltered outdoor area was constructed on Whistles balcony.*

*A Social Distancing Conferencing and Events Booklet was developed to market the facility.*

**201** DAYS WHISTLES  
OPENED IN 2020

**£1K+** SAVINGS MADE BY MEMBERS IN  
WHISTLES



*In August 2020 Whistles took part in the Eat Out to Help Out Scheme which gave members and customers 50% off their meal up to £10 value per person each Monday to Wednesday in August.*

**13** DAYS WHISTLES  
SCHEME WAS VALID **1761** MEALS WERE  
SERVED

*Stoke City Football Club*



# SPORTS STARS TRAINING GROUND

*The Pavilion played host to several high profile Sporting teams during the year including club and international teams representing football, cricket and hockey.*





*Hockey Ireland  
Women's Team*



*Norway  
Football  
Team*



*Northern Ireland Football Team*





HEALTH & WELLBEING

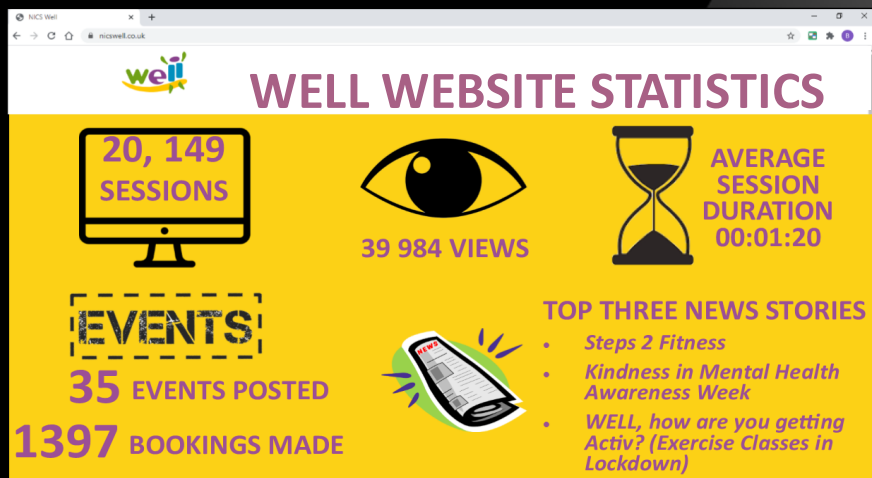


# HEALTH PROMOTION

**63** HEALTH PROMOTION  
EVENTS DELIVERED

**170** WELL CHAMPIONS  
BASED ACROSS NI

*Due to the COVID-19 pandemic the number of WELL Events were limited in order to adhere to NI Executive guidelines. When it was safe to do so the WELL team delivered 63 events and facilitated events such as smoking cessation and a sexual health seminar for LGBT+ community as well as attending NICS Live events.*



# ACTIV HEALTHCLUB

**182**

ACTIVE HEALTH  
MEMBERS

*Activ Health Club was significantly impacted by COVID-19 closures.*

*The club catered for members by:*

- Delivering over 300 Online classes
- Providing Activ gym equipment to Activ members to use at home

*During the closure of Activ Health Club the Activ team painted the facility, serviced spin bikes and implemented an access control system for better exclusivity, security and contact tracing.*





**NICSSA AT HOME**





*Used digital communications to sign post members to the relevant health and wellbeing help they required.*

*Provided online health and wellbeing articles via WELL Website to promote Personal Resilience to members.*



*Provided Food Diary's and over 21 recipes including "Fakeaway" meals*

*Website shares advice on eating well, recipes and how to fuel the body with the right nutrients*



## SAVINGS

*Increased Amount of Online Savings for Members*



**GET ACTIV AT HOME**

*11 Classes per week via @Activ Healthclub Facebook Live, Microsoft Teams and Zoom*

**You Tube**

*145 Fitness Classes Posted  
4638 Views*

*137 subscribers*

*All are available for NICS Staff*







# STEPS2FITNESS



The WELL team developed the Steps2Fitness initiative to improve Health and wellbeing of NICS staff during what was and continues to be a very challenging time in so many peoples lives.

The Team Challenge to “walk around Ireland” getting rewards along the way over 12 weeks was completed by participants individually then combining steps virtually to reach milestones.

### Benefits:

- Encouraging NICS staff to get Active.
- Encouraging interaction between groups to give people a sense of connection especially whilst working at home.
- Motivating people to work together.
- Participants working towards a goal and getting a sense of achievement for their efforts.

The Steps2Fitness challenge began in December 2020. Initially there was 500 spaces; however due to popular demand we had to increase this to 600 spaces.

To date there are over 100 people on our expression of interest list for Steps2Fitness Spring 2021 Challenge.



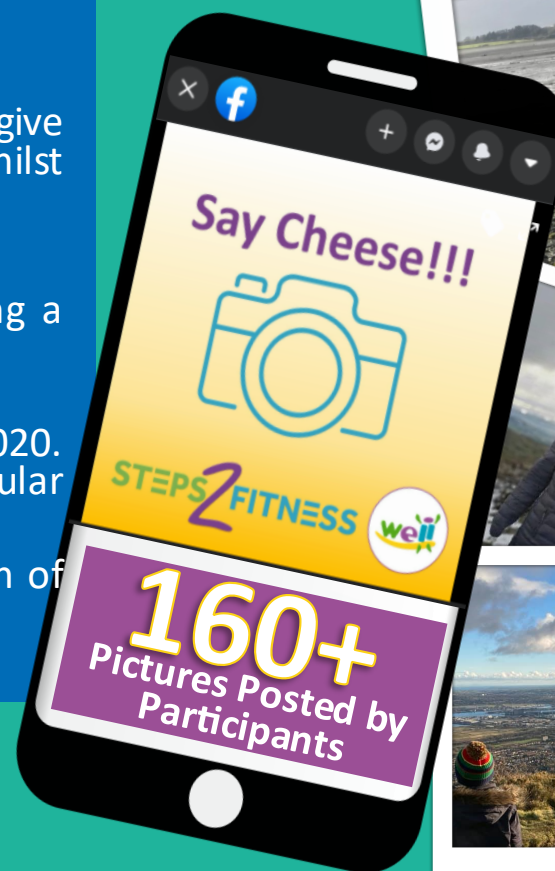
**On completion each participant received a WELL branded high visibility vest, water bottle and hoodie.**

**Participants are encouraged to keep connected through Facebook Page**



**@thewellprogramme**

**Which has 395 Members**





# BUSINESS PLAN



***I am pleased to report on the performance of the Association against the key priorities which are set out in the 2020 Business Plan. A more detailed analysis is set out at pages 22 and 27 of this report.***

The year was marked by a significant disruption to business activity across all the areas of the Association's business as a result of Covid-19 pandemic. As a consequence all of our facilities were closed, many staff furloughed and a number of services had to be adapted for delivery to our members through online platforms.

Despite the operating difficulties 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 worked closely with the Stormont Estate to promote the outdoor facilities within the estate to members and more widely worked in conjunction with a range of organisations 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. Despite the difficulties in meeting this target we:***

- Delivered over 400 online physical and mental health and wellbeing activities throughout the year ranging from yoga and bodyburn classes to resilience and mindfulness classes.
- Launched our Steps to Fitness Initiative and secured over 600 participants in the Steps to Fitness Walking Challenge which involved walking 821 miles over a

12 week period.

- Worked closely with the WELL Champions to get more people involved in health and wellbeing activities and this was reflected in an increase in the number of people taking part in the online courses and the Steps to Fitness Challenge.
- Worked with a range of organizations within the three sectors in the delivery of Resilience training-most notably HSCNI, SIB as well as a range of NICS departments and Agencies.

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

- Adapted the membership plus scheme for delivery through a range of online platforms and included a greater number and range of discounts to facilitate members shopping online.
- Launched a new health and wellbeing assessment initiative which provides cardio health, Body Composition and functional movement assessment.

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

- Introduced a new access control system at the Pavilion in conjunction with a new CRM system. We also developed a greater presence on a number of social media platforms to develop a better connection with members who were working from home.

- Used the opportunity presented by lockdown to refurbish the tennis pavilion, relay the Bowling Green and carry out maintenance to the Pavilion and Grounds.
- 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 for the year 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 has been a very challenging year for all involved with the organisation. In particular I would like to thank the Executive Board, the Council and of course all the volunteers who give so freely of their time to support others.***



**Chief Executive**



## ***Places: Provide fit for purpose spaces where people can participate in sport and leisure activity***

<i><b>Objective</b></i>	<i><b>Priority</b></i>	<i><b>Performance Measure</b></i>	<i><b>Performance Target</b></i>	<i><b>Progress</b></i>
<i>To develop high quality fit for purpose sporting and leisure spaces to meet the needs and expectations of our members and customers.</i>	<i>Further develop the facilities at the Pavilion Complex, Stormont for members and customers.</i>	<i>The number of facilities developed.</i>	<i><b>Complete the business case for new multi sports facility at the Pavilion by August 2020.</b></i>	<i><b>Business case to secure Sport NI funding completed and ready for submission to SportNI.</b></i>
	<i>Develop wellness spaces for our members within workplace affiliated clubs.</i>	<i>The number of fit for purpose wellness spaces established.</i>	<i><b>Secure 2 new wellness spaces in workplace affiliated clubs as part of the NICS Accommodation standards by December 2020.</b></i>	<i><b>Work of the Agile Working Group complete. Continuing to work with departments on securing NICS wellness facilities in affiliated clubs.</b></i>
	<i>Develop new outdoor spaces for the provision of sport and leisure activities</i>	<i>Number of outdoor sport and leisure spaces developed.</i>	<i><b>Develop 2 new outdoor activity spaces to facilitate new activities.</b></i>	<i><b>Working with key stakeholders to develop additional outdoor recreational space. These include:</b></i>  <i><b>IFA</b></i>  <i><b>Outdoor Rec</b></i>  <i><b>Sport NI</b></i>  <i><b>Cricket Ireland, Dof</b></i>

## *People: Encourage more people to get involved in more activities and keep them involved into later life*

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance target</i>	<i>Progress</i>
<i>By 2021 to have greater participation in sport and leisure activity by a greater number of people.</i>	<i>Increase the number of members participating in NICSSA events and activities.</i>	<i>% increase in participation levels.</i>	<i>To increase by 5% the number of people participating in sport and leisure activity by December 2020.</i>	<p><b><i>All outdoor events rescheduled due to Covid-19.</i></b></p> <p><b><i>Over 400 activities e.g. Classes, Competitions etc. delivered through online social media platforms. Virtual classes continuing following third lockdown.</i></b></p> <p><b><i>Steps to Fitness Initiative launched 1 December 2020 with 600 participants.</i></b></p>
	<i>Increase footfall in all of the services and activities at the Pavilion Complex.</i>	<i>% increase in footfall in all areas of the business</i>	<i>Secure a 10% increase in footfall in all areas of the business at the Pavilion by December 2020.</i>	<b><i>Footfall decreased as a direct result of Covid-19.</i></b>



## ***Product: Meet and exceed member and customer expectations in the delivery of our services***

<i><b>Objectives</b></i>	<i><b>Priority</b></i>	<i><b>Performance Measure</b></i>	<i><b>Performance Target</b></i>	<i><b>Progress</b></i>
<i>Develop a greater number and range of activities for members.</i>	<i>Increase the number and range of activities that we deliver across all our affiliated clubs.</i>	<i>Number of new activities developed and delivered.</i>	<i>Develop and deliver 2 new activities which can be accessed by all members by December 2020.</i>	<p><b>Over 400 Online classes delivered to all members-March -Dec 2020.</b></p> <p><b>Steps to Fitness Initiative launched Dec 2020 with 600 participants.</b></p>
<i>Increase the number and range of services that we deliver to members and customers.</i>	<i>Introduce new services to meet the needs and expectations of members and customers.</i>	<i>No of new services</i>	<p><i>Increase by 5% the take up on membership exclusives, extras, and experiences.</i></p> <p><i>Launch new Health and wellbeing Assessment Centre by January 2020.</i></p> <p><i>Introduce mobile catering unit to facilitate catering for ongoing activities and major events at the Pavilion Complex.</i></p>	<p><b>Assessment Centre opened and ready to be rolled out once current Covid restrictions are lifted.</b></p> <p><b>Secured a contract to deliver assessments to Health Service and NICS</b></p> <p><b>Agreed in principle-working with Stormont Estate re positioning.</b></p>

## Enablers: Develop strategic enablers to support the delivery of the strategic and business plan

Objectives	Priority	Performance Measure	Performance Target	Progress
<p><b><u>Staffing</u></b></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>Level of staff awareness about business areas</p>	<p>Implement by January 2020 staff job rotation to promote individual and team capacity and capability.</p>	<p><b>Rescheduled in light of Covid-19</b></p>
<p><b><u>Systems</u></b></p> <p>Develop fit for purpose communication and information systems to improve connection between and with members.</p>	<p>Develop and implement a Customer Relationship Management System (CRM)</p>	<p>Introduction of new system.</p>	<p>Introduction of CRM system by April 2020.</p>	<p><b>System introduced and fully operational.</b></p> <p><b>New access control system introduced at the Pavilion Complex Sep 2020.</b></p>
<p><b><u>Structure</u></b></p> <p>Have a fit for purpose staffing structure to support the delivery of the strategic plan</p>	<p>Introduce a fit for purpose staffing structure to meet the current and emerging business needs.</p>	<p>New staffing structure.</p>	<p>New staffing structure fully implemented and operational by January 2020.</p>	<p><b>New staffing structure implemented on 1 January 2020 and temporarily revised in light of Covid-19.</b></p>



## Enablers: Develop strategic enablers to support the delivery of the strategic and business plan

Objectives	Priority	Performance Measure	Performance Target	Progress
<p><b><u>Resources</u></b></p> <p>To be in a position to service what we want to do with the financial resources that we have and those that we generate.</p>	<p>Develop new sources of funding to provide for organisational growth.</p> <p>Improve efficiency in the delivery of services.</p>	<p>Number of new sources of funding secured.</p> <p>Increase in profitability</p>	<p>Develop a fundraising plan to support capital development by April 2020.</p> <p>Achieve a 20% increase in combined turnover by Dec 2020.</p> <p>Achieve a 10% increase in surplus by Dec 2020.</p>	<p>Meeting with DoF and SIB to explore the scope for securing Financial Transactions Funding took place September 2020.</p> <p>Turnover down and surplus up for the year.</p> <p>Cash position healthy following decisions to significantly reduce operational costs.</p>

## *Enablers: Develop strategic enablers to support the delivery of the strategic and business plan*

<i>Objectives</i>	<i>Priority</i>	<i>Performance Measure</i>	<i>Performance Target</i>	<i>Progress</i>
<p><b><u>Style</u></b></p> <p>Ensure that we have appropriate branding which reflects the vision and mission of the organisation</p>	<p>Review corporate branding and sub branding to ensure that they are easily recognizable and consistently applied in our communication with members and stakeholders.</p>	<p>Report on review of Branding</p>	<p>Complete review by August 2020.</p>	<p><b>Work in progress</b></p>
<p><b><u>Corporate Governance</u></b></p>	<p>Collaborate with DoF representatives in the review of the relationship between DoF and NICSSA.</p>	<p>Revised licence for occupation of the Pavilion Complex</p> <p>Revised MOU for delivery of services to the NICS by NICSSA.</p>	<p>Complete review by December 2020.</p>	<p><b>First meeting of the review group took place on 28 October 2020.</b></p>





# TREASURERS REPORT

***This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on pages 30 and 31 of this report.***

***In summary, income for the year was down by £124K and expenditure fell by £171k.***

Turning to the detail there were a significant fall in income during the year across each area of the business as a direct consequence of the COVID restrictions. Most notable variations in income were from Playball which fell by £113k, Subscriptions fell by £21k, Activ Gym dropped by £36k, WELL down by £67k and FindOut down by £39k. These reductions were partially offset by HMRC's Job Retention Scheme grants of £158k.

The net result of these variations was a £124k decrease in revenue for the year.

Overall expenditure was down by £171k as a direct result of the closure of the facility for a significant proportion of the year and the absence of many services and activities.

Turning to the detail behind the expenditure, salaries were down £65k as a result of the restructuring of the staffing in December 2019, the streamlining of the Playball and Pavilion front of house functions and the decision to contract out the cleaning function.

Health Works costs were down by £17k due to the reduction in courses delivered in the year.

Activ Gym costs decreased (£5k) with a reduction in class fees. Grants to clubs also fell (£28k), reflecting a drop in activity levels as members worked from home.

The absence of competitions and events led to a reduction in associated costs of £13k and Pavilion costs also dropped by £5k showing the impact of a reduction in running costs.

Business support costs fell by £27k due to the reduction in overheads and the absence of the annual capital goods VAT scheme payments, which ended in 2019.

Interest on loans fell by £3k 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 £106k surplus and an increase in total reserves to £1,036k.

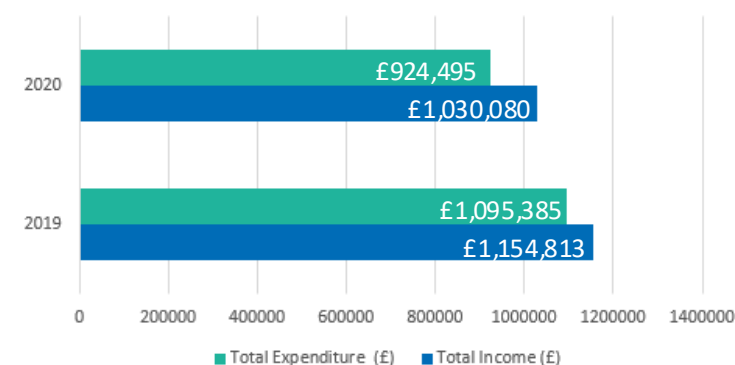
Turning to the balance sheet fixed assets reduced by £152k showing the impact of depreciation of assets in the year. Current assets increased by £25k as a result of an increase in the cash in bank at year end.

Current liabilities i.e. amounts due to be paid within one year decreased by £100k, which reflected the repayment of two small loans for the Carbon Trust Scheme, and the Playball office and the final payment of £27k in respect of the Capital Goods Scheme Tax.

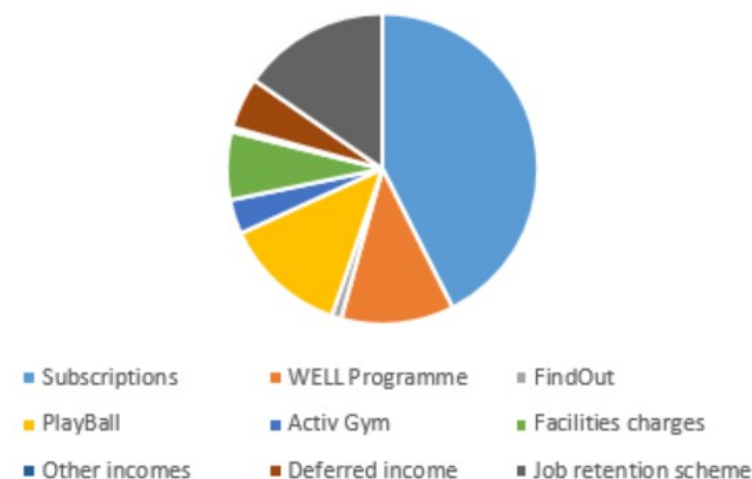
Creditors due after one year is down by £135k which reflects the full payment of liabilities in 2020, including loans for Playball office £13k, Carbon Trust £15k, and Capital Goods Scheme Tax £27k.

The net result of the variations throughout the year is a surplus of £106k and total reserves of £1,036k.

**Income vs Expenditure**



**Turnover Breakdown 2020**





# Accounts: Income and Expenditure

## Detailed Income and Expenditure Account

	2020 £	2019 £
<b>Turnover</b>		
Subscriptions	438,312	459,253
Healthworks (including WELL grant)	121,030	188,737
Find Out	10,138	49,454
PlayBall (pitch hire, summer scheme, advertising)	132,952	245,157
Activ Gym	36,921	72,373
Facilities charges	73,161	79,064
Other Income	4,425	5,748
Deferred income (capital grants amortised)	54,981	54,981
Job retention grants (furlough)	158,108	-
	<u>1,030,028</u>	<u>1,154,767</u>
<b>Interest receivable</b>		
Interest on deposits	52	46
	<u>1,030,080</u>	<u>1,154,813</u>
<b>Total income</b>		
<b>Expenditure</b>		
<b>Administrative expenses</b>		
Staff costs	472,768	537,164
Healthworks	17,153	34,420
PlayBall	6,898	4,900
Activ Gym	7,828	12,676
Find Out	1,331	12,296
Grants to Clubs	55,458	83,485
Membership benefits	20,660	21,206
Competitions - Civil Service Sports Council	57	1,921
Competitions - NICS Sports Association	1,045	1,964
Competitions - Regional activities	60	10,324
Business support costs	79,396	107,170
Pavilion complex costs	94,042	99,470
Depreciation	159,739	156,823
	<u>916,435</u>	<u>1,083,819</u>
<b>Interest payable</b>		
Loan interest	8,050	11,560
	<u>8,050</u>	<u>11,560</u>
<b>Taxation</b>	10	9
	<u>8,060</u>	<u>11,569</u>
<b>Total expenditure</b>	<u>924,495</u>	<u>1,095,388</u>
<b>Surplus for the year</b>	<u>105,585</u>	<u>59,425</u>

# Accounts: Balance Sheet

## Balance Sheet

Year Ended 31 December 2020

	Note	2020 £	2019 £
<b>Fixed assets</b>			
Intangible assets	5	9,199	11,039
Tangible assets	6	1,926,221	2,077,877
		<u>1,935,420</u>	<u>2,088,916</u>
<b>Current assets</b>			
Debtors due within one year	7	47,400	79,678
Cash at bank and in hand		117,867	60,760
		<u>165,267</u>	<u>140,438</u>
<b>Creditors: amounts falling due within one year</b>	8	(306,900)	(406,073)
<b>Net current liabilities</b>		<u>(141,633)</u>	<u>(265,635)</u>
<b>Total assets less current liabilities</b>		<u>1,793,787</u>	<u>1,823,281</u>
<b>Creditors: amounts falling due after more than one year</b>	9	(758,258)	(893,362)
<b>Net assets</b>		<u>1,035,529</u>	<u>929,919</u>
<b>Capital and reserves</b>			
Share capital	10	1,426	1,449
Capital reserve	11	3,236	3,188
Unappropriated reserve	12	1,030,867	925,282
<b>Total reserves</b>		<u>1,035,529</u>	<u>929,919</u>





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

T: (028) 9052 0404  
E: [info@nicssa.co.uk](mailto:info@nicssa.co.uk)  
W: [www.nicssa.co.uk](http://www.nicssa.co.uk)