

ANNUAL REPORT 2021

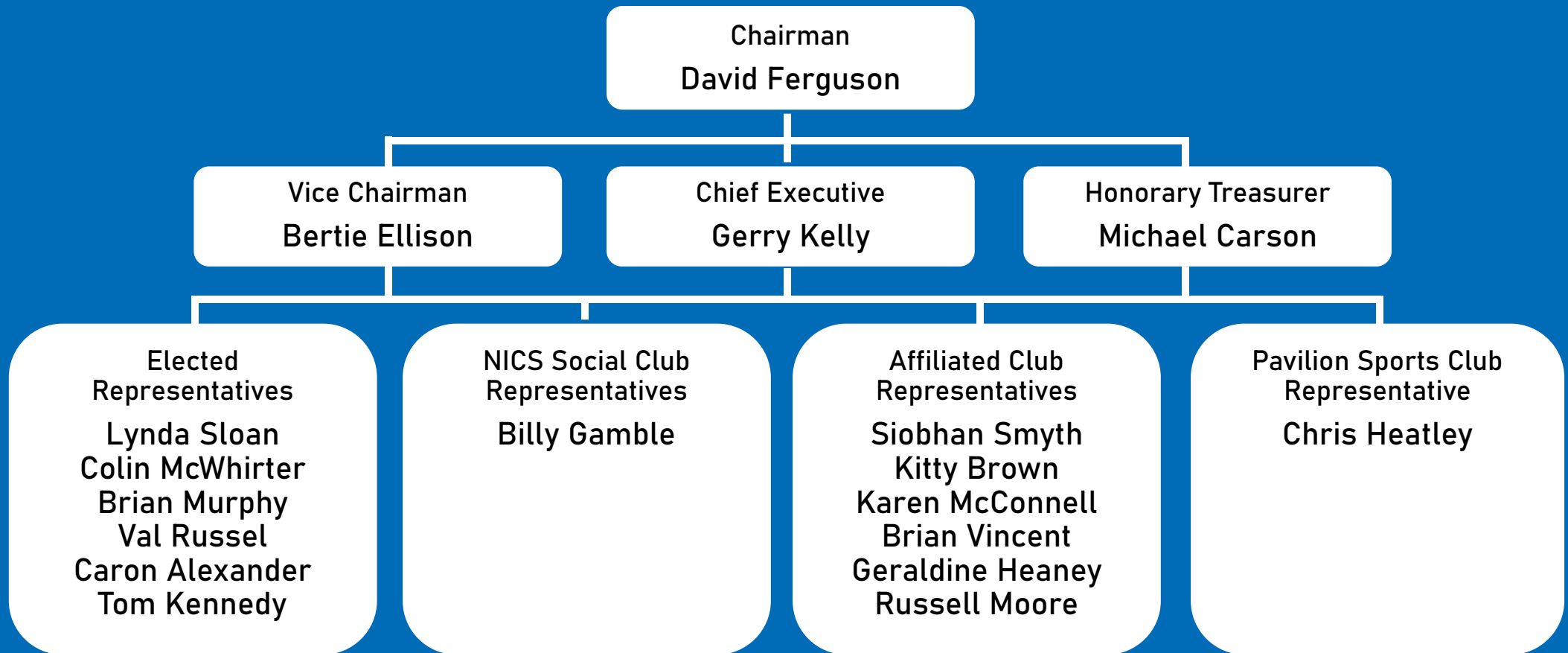




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COUNCIL MEMBERS





CHAIRMAN'S INTRODUCTION

I am delighted to present the Association's annual report and financial statements for 2021.

Despite the challenges presented by the global pandemic I believe that the report clearly reflects a 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 apace throughout the year. Most notably we delivered six very successful regional family fun days in August 2021 to almost 1,000 members, and we followed this with a very popular Christmas at Glenarm Castle experience which was attended by just under 600 members.

On the health and wellbeing front the WELL Programme continued to make an important and meaningful contribution to the physical and mental health and wellbeing of members and NICS staff. This was clearly evident in the range of resilience and health and wellbeing exhibitions and courses that the team delivered during the year to over 6,500 NICS staff, a significant increase on the previous year.

We continued to develop the activities of Activ Healthclub through face to face classes and by providing members across Northern Ireland with the opportunity to access some 250 online classes throughout the year. We also increased to 160 the number of workplace WELL champions now involved in promoting the WELL

programme in their respective workplaces, and we succeeded in attracting over 460,000 users of the WELL website.

We built on the success of our Steps to Fitness Initiative through the delivery of three events for over 1,000 members and NICS staff to complete a walking challenge. In addition to the existing benefits of our Membership Plus scheme we continued to develop and deliver a range of online offers and initiatives for members that took account of lifestyle and other changes caused by Covid restrictions during the year.

We 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.

We also hosted a range of local and international events at the Pavilion, Stormont. The most notable of these were the international teams representing football, hockey and cricket in the run up to vital international fixtures. We also played host to English Championship League side Stoke City Football Club who spent a week at the Pavilion as part of their pre-season training preparations. All of these events provided an important marketing platform to raise 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.

The FindOut training Programme delivered a wide range of virtual and face to face leadership, communication and team building courses and events to organisations within and outside the NICS. We also worked closely with a range of stakeholders, investment partners and a design team to take forward the design process for an exciting new capital development programme proposed for the Pavilion Complex.

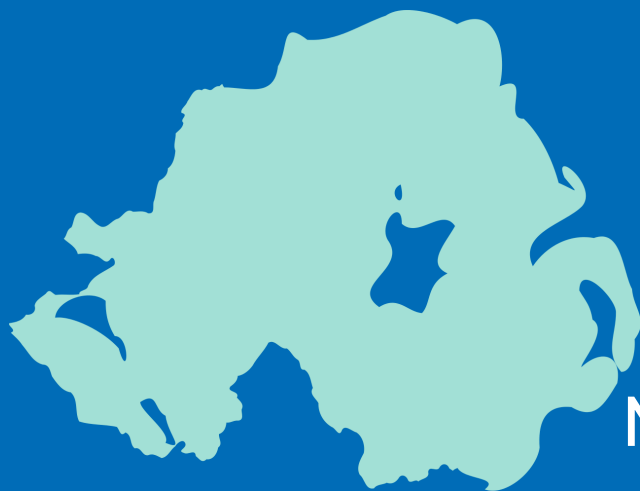
On the financial front we recorded a surplus for the year and succeeded in reducing our long term loan liabilities in respect of the development of Playball facility to just under £106k from £1.1million. We also recorded a surplus of £115k for the year against a backdrop of challenging trading conditions.

It has been another 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.





NICSSA: A YEAR IN REVIEW



7596
NICSSA MEMBERS
THROUGHOUT
NORTHERN IRELAND



5000+
NICSSA MEMBERS
AVAILED OF
MEMBERSHIP
BENEFITS

59 WORKPLACE CLUBS
THROUGHOUT NORTHERN
IRELAND



£73,000

PROVIDED IN WORKPLACE
CLUB GRANTS & MEMBERSHIP
BENEFITS



£6,500

PROVIDED TO MEMBERS IN
GIVEAWAYS

OVERVIEW

£6500

OF GIFTS FOR
MEMBERS

KIDS SEASONAL GIVEAWAYS



751 EASTER PACKS
DISTRIBUTED
515 CHRISTMAS
PACKS DISTRIBUTED

12 DAYS OF CHRISTMAS GIVEAWAY



£1900 PRIZES
78 MEMBERS
REWARDED

MEMBER'S GIVEAWAYS





GIVEAWAYS

The NICSSA Giveaways Initiative was rolled out in 2021 following the success of the initiative in 2020. During the year we introduced random giveaways such as cinema tickets and Amazon vouchers and our application of Giveaways such as Golf and Lunch at Galgorm Castle, Tayto Park Tickets and Summer Fun in the Sun Gifts for the whole family to enjoy. We had over 1650 members apply for Giveaways in 2021.

Our seasonal children's giveaways were a major success. The NICSSA team produced 750 Easter packs that were distributed to the children and grandchildren of over 350 members. In addition, over 500 Christmas Packs along with a personalised letter from Santa were sent to 250 members throughout Northern Ireland. Feedback from members was highly complimentary with one members stating,

"Just wanted to say thanks for the two Christmas packs you sent out to my children they loved the personalised letter from Santa, very nice touch from you and NICSSA."



NICSSA's 12 Days of Christmas was our highest profile Giveaway to date in which we randomly rewarded members with over £1900 of prizes given out over 12 days to 78 members. Prizes ranged from "Cosy Night In" letterbox treats sent to 12 members on day one to three members receiving a FitBit on day ten, two members receiving a £100 Currys PC voucher on day eleven climaxing with one lucky member receiving a £250 voucher for Grand Central Hotel on the final day.

The response from members was very positive with one member stating,

"Over the past year it has proved fantastic. I was about to leave as my workplace gym has been shut for two years but this last year has been great."



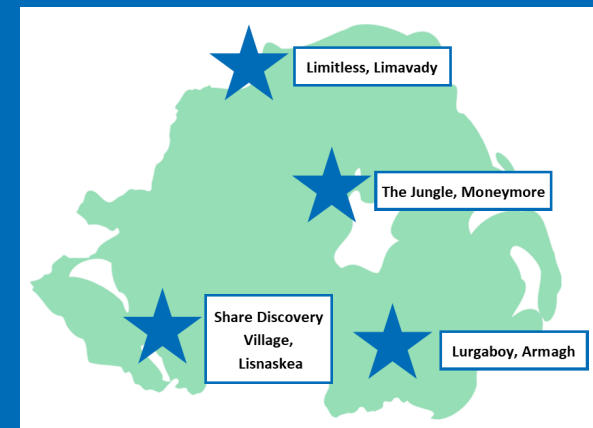
MEMBER'S EVENTS

OVERVIEW

SUMMER FUN

880 MEMBERS & THEIR
FAMILIES ATTENDED

5 DAYS **4** LOCATIONS



MAGICAL CHRISTMAS EXPERIENCE



584
MEMBERS & THEIR
FAMILIES ATTENDED



EXPERIENCES

The purpose of the family fun days was to encourage our members to get active with their families, create memories and have fun.

NICSSA successfully applied for a £25,000 grant from the Education Authority to facilitate a "summer for all" programme for young people aged between 4-25 years old. NICSSA financed the remainder of the balance to ensure that all the family could participate.

The NICSSA team chose locations throughout Northern Ireland so that each member had the ability to choose a location that was within one hour of their home. The family fun locations were Share Centre, Co Fermanagh; Lurgaboy Estate, Armagh; Jungle NI Desertmartin and Limitless, Limavady.

100% Attendees would recommend a NICSSA Family Fun Day to a friend or Colleague.

Feedback included;

"Thank you we had a great day and look forward to taking part in another fun day."

"We had a wonderful family day out and everyone enjoyed the day making great memories."

On Saturday 4th December the NICSSA team welcomed members to Glenarm Castle for an exclusive NICSSA only Magical Christmas Experience. The highly sought after experience was attended by over 580 members and their families. The evening was truly magical and each family enjoyed a trip on the Glenarm Polar Express, meeting Mrs Claus for a story, Granny Claus for some Cookies and of course meeting Santa and his Elves.

"Excellent, Magical time had by all. It was so well organised"

"Amazing Experience. The boys loved it! Nice to see friendly familiar NICSSA staff too"





HEALTH & WELLBEING

HEALTH & WELLBEING OVERVIEW

ACTIV HEALTH CLUB

545 EXERCISE CLASSES DELIVERED

FINDOUT AND WELL

362 HEALTH & WELLBEING EVENTS DELIVERED



STEPS2FITNESS CHALLENGE

3 STEP CHALLENGES IN 2021

1,150 PARTICIPANTS

891,096,382

STEPS TAKEN BY PARTICIPANTS



ACTIV HEALTH CLUB

With restrictions from January 2021 to April 2021 the Activ team delivered 197 online fitness classes. From May 2021 the Activ team made a return to physical classes, albeit with smaller classes to ensure the safety of all members. The team delivered 348 classes in house and also have continued to provide online classes for members so that every member had an opportunity to improve their health and wellbeing.

FINDOUT & WELL

WELL and FindOut delivered 17 WELL Roadshows to NICS staff throughout Northern Ireland. The team facilitated over 240 physical exercise classes and 70 Health Awareness events partnering with organisations such as Cancer Focus, LGBT NICS Network and Samaritans that NICS staff could take part in from home or the workplace.

STEPS2FITNESS

The NICSSA team developed the Step2Fitness initiative to improve the health and wellbeing of NICS staff and NICSSA members during what was and continues to be a very challenging time for so many people.

The challenges in 2021 included Walking around Ireland, Route 66 and AllStars in which the teams who completed the most steps in the first two challenges competed against each other to be crowned All Star Steps2Fitness Champions for 2021.

As a result of taking part in one or more of the challenges:

- Over 90% of participant's reported an improvement in their mental Health,
- 85% reported an increase in their fitness levels
- 74% felt a great sense of connection with their team mates.

Due to popular demand a series of shorter four week challenges have been developed for 2022.

99% Participants would recommend taking part in Steps2Fitness Challenge to a colleague





THE PAVILION: A YEAR IN REVIEW

OUR MEMBERS



1011 NICS SOCIAL CLUB
MEMBERS

14 ASSOCIATED
SPORTS CLUBS

185 ACTIV HEALTH
CLUB MEMBERS

OUR CLUBS

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

GOLF

91

MEMBERS

TABLE TENNIS

26

MEMBERS

BOWLING

53

MEMBERS

ATHLETICS

45

MEMBERS

RUGBY

264

MEMBERS

CRICKET

151

MEMBERS

FOOTBALL

54

MEMBERS

FENCING

14

MEMBERS

TENNIS

36

MEMBERS .

HOCKEY

287

MEMBERS

RAMBLING

74

MEMBERS

ARCHERY

22

MEMBERS

SQUASH

18

MEMBERS

CHESS

10

MEMBERS



SPORTING HIGHLIGHTS

SPORTING HIGHLIGHTS

During the year we hosted the following events:



CRICKET

IRELAND VS ZIMBABWE
IRELAND WOMENS VS SCOTLAND
IRELAND VS SOUTH AFRICA



FOOTBALL

STOKE CITY FC TRAINING
NI SENIOR MENS TRAINING
NI SENIOR WOMENS TRAINING
NI ACADEMY



HOCKEY

MASTERS COMPETITION
ULSTER HOCKEY TRAINING ACADEMY
HOCKEY IRELAND TRAINING





NICS SOCIAL CLUB

145 ROOM BOOKINGS
AT THE PAVILION

YOUTH FEST 2021

3 DAYS OF
ACTIVITIES

1200 PARTICIPANTS

COMMUNITY EVENTS:

During the year we hosted the following Community events
at The Pavilion:

CAMP
YOLO

LITTLE
KICKERS

LOCAL
SOCCER
LEAGUE

SPORTS
CAMPS



PAVILION EVENTS

The global pandemic brought major challenges to NICS Social club with restrictions having a major effect on operations. The Customer Services and hospitality teams have worked tirelessly to adhere to all changes in guidelines, providing a safe space for all our members and users to enjoy.

ROOM BOOKINGS

Throughout the months of September to November there was over 83 room bookings for events and meetings from a range of private, voluntary and NICS departments.

Our NICS Social Club members made over 50 room bookings throughout the year including two wedding receptions, birthday parties and family reunions.



YOUTH FEST

Youth Clubs from all over Northern Ireland who are affiliated to Boys and Girls Clubs came together at The Pavilion to make precious memories. Over three days the young people had the opportunity to take part in activities such as TikTok masterclasses, kite making, digital photography lessons, boxing, yoga, orienteering, bike rides and had fun with the petting zoo and climbing wall.

CHRISTMAS DINNERS

Throughout December 2021 the hospitality team served over 650 Christmas dinners. NI ProBus Clubs President John Miller held the clubs annual Christmas Dinner and had excellent praise for the team,

"We had our final meeting of the year on Tuesday 21st and all those who attended our lunch in the Pavilion were very pleased with how this was all handled by yourselves. Hopefully, we will return for our next Xmas outing at the end of 2022".



BUSINESS PLAN 2021

PLACES

AIM: Develop and deliver fit for purpose spaces for people at all levels of ability to participate in physical 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.	Programme Construction phase commences.	Secure all necessary approvals for Programme construction to proceed June 2021. Secure partnership Funding to support the Programme by April 2021.	Work in progress.
	Develop wellness spaces for our members within workplace affiliated clubs.	The number of fit for purpose wellness spaces established.	Secure 2 new wellness spaces in workplace affiliated clubs as part of the NICS Accommodation standards by December 2021.	Work in progress.
	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.	Work in progress.

PEOPLE

AIM: 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.	% increase in participation levels.	To increase by 10% the number of people participating in sport and leisure activity by December 2021.	Achieved.
	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 2021.	Achieved.
Sustain and grow membership	Increase the number of workplace affiliated clubs	Number of clubs established	Increase by 3 the number of workplace clubs.	Work in progress.
	Increase NICSSA membership numbers	Net membership growth	Achieve 1% net membership growth.	Work in progress.

PRODUCT

AIM: 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.	Develop and deliver 4 new activities which can be accessed by all members by December 2021.	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	Increase by 5% the take up on membership exclusives, extras, and experiences.	Achieved
			Extend the offering of the new Health and wellbeing Assessment Centre by December 2021.	Achieved
			Introduce mobile catering unit to facilitate catering for ongoing activities and major events at the Pavilion Complex by June 2021.	Achieved
			Assess the feasibility of introducing a members Incentive Scheme by June 2021.	Work in progress

ENABLERS

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

Objectives	Priority	Performance Measure	Performance Target	Progress
<p>Staffing</p> <p>Ensure that the right staff are in the right places at the right times.</p>	<p>Develop organizational and individual capacity and capability to support the delivery of the strategy.</p> <p>Developed a talent progression Programme to support succession planning.</p>	<p>Level of staff awareness about business areas.</p> <p>Level of team capacity and capability.</p> <p>Programme introduced.</p>	<p>Implement by January 2021 staff job rotation to promote individual and team capacity and capability.</p> <p>Introduction of Programme by June 2021.</p>	<p>Work in progress</p> <p>Achieved</p>
<p>Systems</p> <p>Develop fit for purpose communication and Management information systems to improve connection between and with members.</p>	<p>Implement a Customer Relationship Management System (CRM)</p>	<p>Introduction of new system.</p>	<p>Introduction of CRM system by April 2021.</p>	<p>Achieved</p>

ENABLERS

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

Objectives	Priority	Performance Measure	Performance Target	Progress
<p>Structure</p> <p>Have a fit for purpose staffing and governance structure to support the delivery of the organisation's purpose and supporting strategic objectives.</p>	Introduce a fit for purpose staffing and governance structure to meet the current and emerging business needs.	New staffing and governance structure.	New staffing and governance structure developed and implemented by Dec 2021.	Achieved
		Revised MOU for delivery of services to the NICS by NICSSA.	Secure charitable status by September 2021.	Work in progress
	Collaborate with DoF representatives in the review of the relationship between DoF and NICSSA.	Revised licence for occupation of the Pavilion Complex	Complete review by April 2021.	Work in progress
			New relationship document agreed and implemented by May/June 2021.	Work in progress
	Review the organization's strategic and business plan.		New licence agreed for occupation of Pavilion Complex by May/June 2021.	Achieved
		Formulation of new Strategic and Business Plan.	Draft Strategic Plan for 2022-2024 by September 2021.	Achieved

ENABLERS

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

Objectives	Priority	Performance Measure	Performance Target	Progress
Resources 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 organizational growth.	Number of new sources of funding secured.	Develop partnership funding to support the capital development project by March 2021.	Achieved
	Reduce organization liabilities.	Reduction in current and long-term liabilities.	Achieve a 20% increase in combined turnover by Dec 2021.	Achieved
			To have less than £130k cash liabilities by December 2021.	Achieved
	Improve efficiency in the delivery of services.	Increase in profitability	Achieve a 10% increase in surplus by Dec 2021.	Achieved

ENABLERS

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

Objectives	Priority	Performance Measure	Performance Target	Progress
Style 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 recognizable and consistently applied in our communication with members and stakeholders.	 Report on review of Branding	 Complete review by July 2021.	 Work in progress.



TREASURERS REPORT

This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on pages 28 and 29 of this report.

In summary, income for the year was up by £55K and expenditure up by £45k.

Turning to the detail income increased by £55k during the year. Compared to the 2020 position the most notable variations were Playball income which increased by £58k as a result of reopening in April 2021, and other income up by £32k reflecting the £25k grant for the delivery of a series of activity days for members.

These were offset by a reduction in subscriptions £42k. Activ Gym which dropped by £6k and the furlough payment from HMRC which fell by £30k. The net result of these variations was a £55k increase in revenue for the year to £1,085m.

Overall expenditure was also up by £45k.

Salaries were up by £14k as a result of the recruitment of staff, regional activities spend increased by £35k as a result of the delivery of a series of family activity days to members across NI and Business Support costs also increased by £17k as a result of increased overhead and marketing costs. These increases were partially offset by reductions in the cost of running the Pavilion Complex including Playball and a small reduction in grants and membership benefits spend.

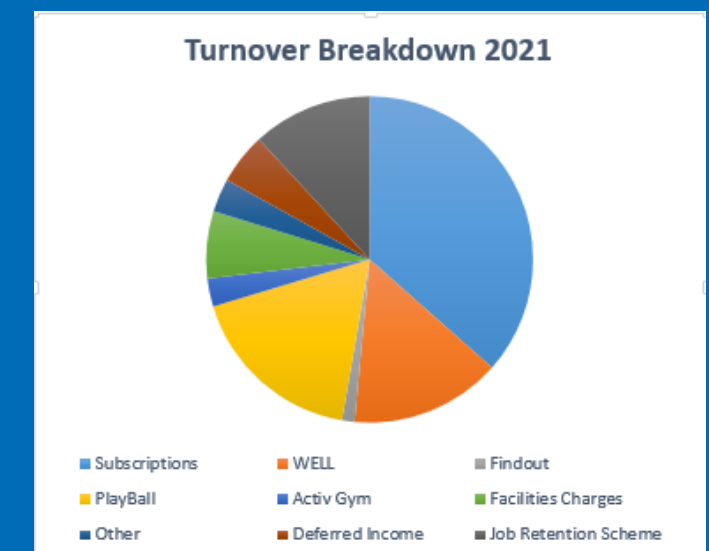
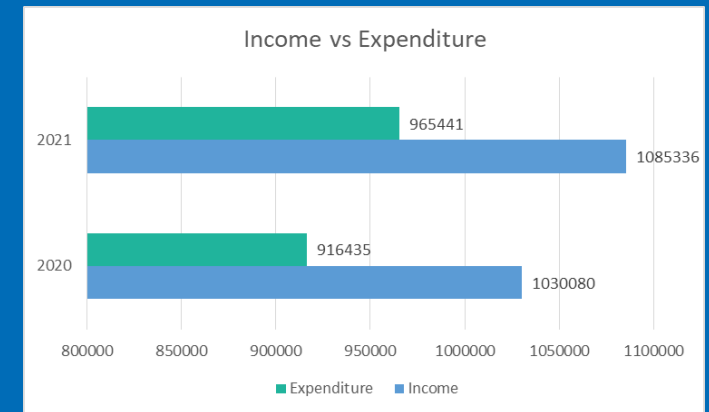
Interest on loans also fell by £4k as the amount owing on the principal of loans reduces year on year.

The net position of the movements in income and expenditure during the year resulted in a £115k surplus and an increase in total reserves to £1,151K.

Turning to the balance sheet fixed assets reduced by £138k showing the impact of depreciation of assets in the year. Current assets increased by £161k as a result of an increase in the cash in bank at year end and debtors due within one year which included £60k in development costs, debtors and prepayments and a proportion of the bounce back loan owed to the Association by the Sports Social Club.

Creditors due after one year is down by £88k which reflects the reduction in loan liabilities in 2021.

The net result of the variations throughout the year is a surplus of £115k and total reserves of £1,151k.



ACCOUNTS 2021

Northern Ireland Civil Service Sports Association Limited

Management Information

Year Ended 31 December 2021

Detailed Income and Expenditure Account

	2021 £	2020 £
Turnover		
Subscriptions	396,441	438,312
Healthworks (including WELL grant)	162,080	121,030
Find Out	13,600	10,138
PlayBall (pitch hire, summer scheme, advertising)	191,371	132,952
Activ Gym	30,302	36,921
Facilities charges	72,193	73,161
Other Income	35,869	4,425
Deferred income (capital grants amortised)	54,981	54,981
Job retention grants (furlough)	128,464	158,108
	1,085,301	1,030,028
Interest receivable		
Interest on deposits	35	52
Total income	1,085,336	1,030,080
Expenditure		
Administrative expenses		
Staff costs	486,117	472,768
Healthworks	20,695	17,153
PlayBall	4,113	6,898
Activ Gym	9,152	7,828
Find Out	560	1,331
Grants to Clubs	48,975	55,458
Membership benefits	23,660	20,660
Competitions - Civil Service Sports Council	150	57
Competitions - NICS Sports Association	-	1,045
Competitions - Regional activities	35,117	60
Business support costs	96,309	79,396
Pavilion complex costs	83,443	94,042
Depreciation	157,150	159,739
	965,441	916,435
Interest payable		
Loan interest	4,235	8,050
Taxation	7	10
Total expenditure	969,683	924,495
Surplus for the year	115,653	105,585

Balance Sheet

Year Ended 31 December 2021

	Note	2021 £	2020 £
Fixed assets			
Intangible assets	5	7,359	9,199
Tangible assets	6	1,789,791	1,926,221
		<u>1,797,150</u>	<u>1,935,420</u>
Current assets			
Debtors	7	131,449	47,400
Cash at bank and in hand		195,545	117,867
		<u>326,994</u>	<u>165,267</u>
Creditors: amounts falling due within one year	8	(218,728)	(306,900)
Net current assets / (liabilities)		<u>108,266</u>	<u>(141,633)</u>
Total assets less current liabilities		<u>1,905,416</u>	<u>1,793,787</u>
Creditors: amounts falling due after more than one year	9	(754,217)	(758,258)
Net assets		<u>1,151,199</u>	<u>1,035,529</u>
Capital and reserves			
Share capital	10	1,409	1,426
Capital reserve	11	3,270	3,236
Unappropriated reserve	12	1,146,520	1,030,867
Total reserves		<u>1,151,199</u>	<u>1,035,529</u>



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