



# ANNUAL REPORT 2022

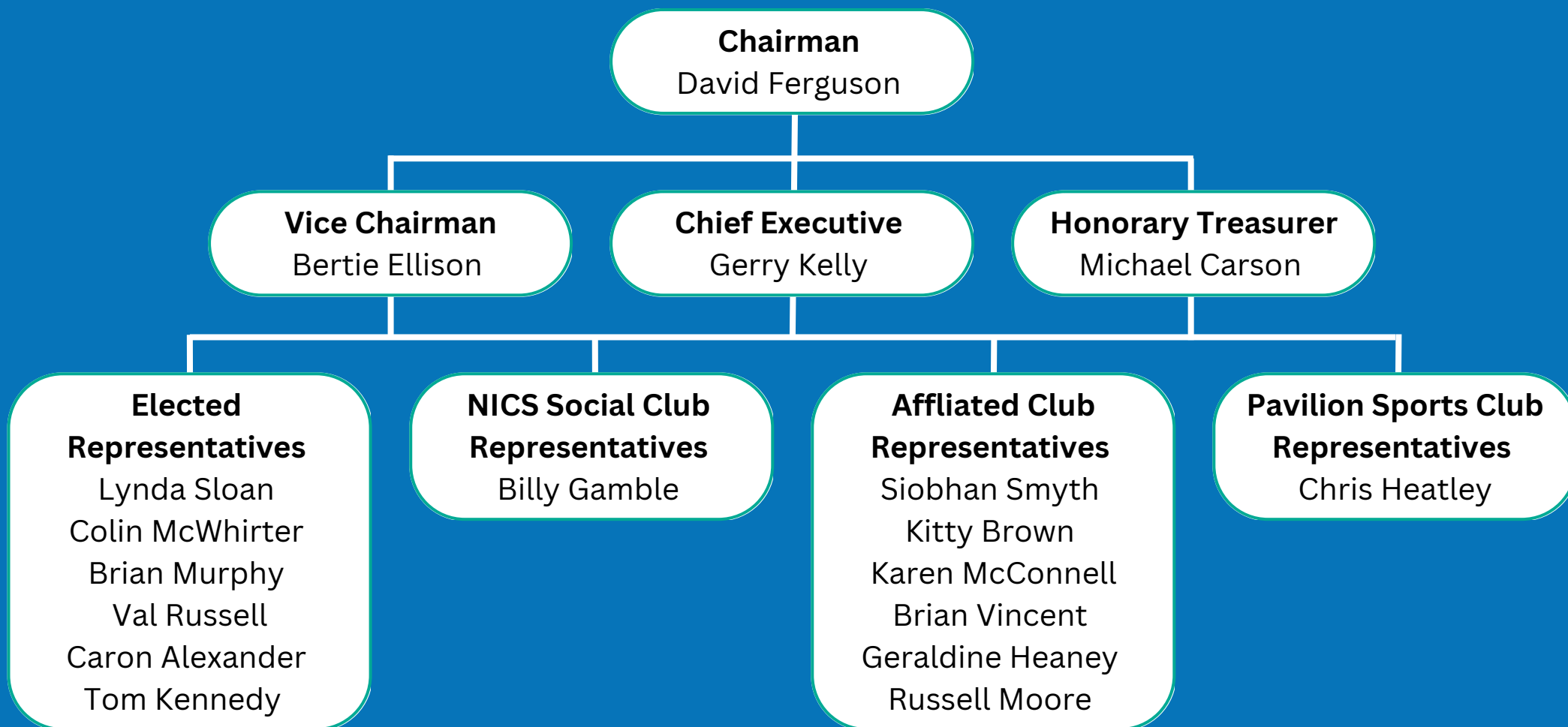
# NICSSA Sport and Leisure



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# NICSSA COUNCIL MEMBERS 2022





# CHAIRMAN'S INTRODUCTION

I am delighted to present to you the Association's annual report and financial statements for 2022. It has been another successful year for the Association and its members.

Despite the challenges presented by hybrid working we continued to collaborate with our volunteers in 83 workplace affiliated clubs to provide a number of local activities and services, including two successful mid-summer and Christmas family events which were attended by over 750 members. We also provided monthly giveaways to just under 1000 members during the year and we enhanced the Membership Plus benefits scheme by securing access to a greater number and range of offers and discounts throughout Ireland.

We continued to play a key 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 were Ireland versus New Zealand cricket matches in August and several high-profile Irish hockey finals throughout the year. All of these events enhanced our profile in event management and in showcasing and promoting the facilities at the Pavilion complex to local, wider community and international audiences.





# CHAIRMAN'S INTRODUCTION

We also continued to play host to local community and charitable initiatives, including multi-cultural sports events, football, rugby and Gaelic games academies, children's summer schemes and a number of fundraising activities which supported the work of several local and UK based charities.

On the health and wellbeing front we delivered nearly 500 events - cardio fitness assessments, resilience courses and physical activity sessions - to over 8000 participants from a range of clients in the civil service and the wider public sector. We built on the success of the Steps to Fitness Challenge by delivering 5 virtual walking challenges to over 2200 participants throughout Northern Ireland. Our FindOut training initiative secured new contracts in personal and team resilience and team building with a number of organisations in the public, private and voluntary sectors.

On the financial side, we recorded a small deficit of £37k because of significantly higher energy costs than anticipated. However, we ended the year with a healthy cash position and reduced our loan liabilities to under £100k from an initial £1.2million for capital works carried out in 2010.

Looking to the future we completed and submitted ambitious plans for the redevelopment of the Pavilion and its grounds, which we believe will significantly enhance the facilities and services that we offer. We also secured formal recognition as a charity. Together they reflect our ambition, our commitment to the work that we do and the contribution that we continue to make to the local and wider community.

Of course, all of this doesn't happen by chance. It takes a lot of time and effort by a significant number of dedicated people. This is my opportunity to convey my wholehearted thanks to them - Council members, the Executive Board, staff, committees, and numerous volunteers who have supported the organisation during 2022 and who have given freely of their time to further the work of the Association for the benefit of others.



**David Ferguson**



# MEMBERSHIP

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

In 2022 our membership consisted of:

- **7307 NICSSA Members.**
- **1005 Social Club Members.**
- **185 Activ Members.**

Throughout the year we:

- Recruited **388 New members.**
- Delivered **14 "Meet and Greet" sessions across NI.**

## WORKPLACE CLUBS

The Association run a network of clubs in NICS buildings throughout NI where our members and their families have the opportunity to avail of sporting, leisure and lifestyle opportunities.

In 2022:

- There was **83 Workplace Clubs** throughout Northern Ireland.
- We provided **£49k in Workplace Club Grants.**



# MEMBERSHIP BENEFITS

We aim to improve the lives of our members by offering them activities and services to improve their health and wellbeing.

In 2022:

- We provided **4 New NICSSA Exclusive benefits** to members and 28 new offers were added to Membership Plus.
- There was an **increase of 57% in the uptake of NICSSA Exclusive benefits.**
- **63% NICSSA Members registered their Membership Plus card.** compared to 49% in 2021.
- **975 Members enjoyed NICSSA Giveaways.**





# MEMBERSHIP EVENTS

In 2022 we provided two Family Fun Events for our members:

**222** Members and their families attended our **Todds Leap Fun Day**. Feedback included *"My family and I had an excellent day out at Todds Leap. Wonderful experience for all involved and congratulations to all the event organisers for doing such a brilliant job and being very involved with all who attended."*

**530** Members and their families attended our Exclusive NICSSA **Magical Christmas Experience at Glenarm Castle**. Feedback included *"Fantastic night from start to finish. We all had the most magical time. Thank you for organising"*.



# HEALTH & WELLBEING

## WELL PROGRAMME

WELL is a programme incorporating support, education and information on a wide range of health and wellbeing issues which is available to all Northern Ireland Civil Service (NICS) employees.

**In 2022 8000+ NICS employees participated in WELL events.**

We also delivered:

- **32 Healthcheck roadshows** in NICS buildings throughout NI.
- **277 Physical Activity** sessions.
- **58 Online Awareness** sessions.
- **35 Resilience** sessions.





# HEALTH & WELLBEING

## STEPS2FITNESS

Steps2Fitness is a virtual team walking challenge comprising of five separate challenges throughout 2022, each challenge lasting four weeks.

Throughout the year the Steps2Fitness challenge involved:

- **2200 Members and NICS Employees took part.**
- **446 million steps were taken.**

**98% of participants said that a result of taking part in the challenge their health and wellbeing had improved.**

Feedback included, "*Great way for anyone to start a new fitness routine. You have the benefit of walking at your own pace and yet be part of a team.*"





# HEALTH & WELLBEING

## FINDOUT CLINIC

The FindOut Clinic delivered state of the art testing that provides clients with indepth cardio, metabolic and lifestyle assessment. In 2022 **78 CardioScan tests were delivered.**

## ACTIV HEALTHCLUB

Activ Healthclub is located at The Pavilion, Stormont and provides gym facilities as well as fitness classes to improve the health and wellbeing of our members and users.

In 2022 Activ Healthclub:

- Delivered **552 Activ Fitness Classes.**
- **3600+ members participated in Activ Fitness Classes.**
- Activ Healthclub gained **87 New Members.**

A group of rugby players in white and dark blue jerseys are huddled together on a grass field. The players are wearing white jerseys with dark blue accents and white shorts. Some players have red numbers on their backs. The background is a blurred green field.

# NICS SOCIAL CLUB

The NICS Social Club is located at The Pavilion Stormont and has 13 affiliated Sports Club's.

In 2022 There was **1005 Social Club Members** across the following affiliated sports clubs based at the Pavilion which included:

- **95 Golf Club Members**
- **23 Table Tennis Members**
- **44 Football Club Members**
- **287 Hockey Club Members**
- **125 Cricket Club Members**
- **39 Tennis Club Members**
- **7 Fencing Club Members**
- **70 Rambling Club Members**
- **286 Rugby Club Members**
- **32 Archery Club Members**
- **6 Chess Club Members**
- **51 Bowling Club Members**
- **41 Athletics Club Members**





# THE PAVILION

## PAVILION EVENTS

The Pavilion provides members and users with top quality facilities including facilities for conferencing, corporate and sporting events and social activities.

In 2022:

- **352 events were facilitated** at the Pavilion.
- **11.3k delegates** attended events.
- **2 International Cricket Events** were staged at The Pavilion involving Ireland, New Zealand and Afghanistan.

## PLAYBALL

PlayBall consists of 3G 5-a-side and 7-a-side pitches as well as international standard Hockey pitches.

In 2022:

- There was **7600+ PlayBall bookings**.
- **82000+ Participants** which generated over £240k.





# CAPITAL DEVELOPMENT

We have submitted our masterplan to redevelop our facilities at The Pavilion Complex, Stormont Estate. If approved, the plans would see the creation of a centre of excellence for sports and physical activity that will create opportunities for our clubs and our people to improve their lives.

The redeveloped sport facilities will be a top-class destination for sport and physical recreation, with indoor and outdoor facilities to host 16 different sports at all levels, including rugby, football, cricket, tennis, hockey, bowls and gaelic games. These will be complemented by indoor ancillary facilities and services, including a health club, conference facilities and a multi-sports hall to host netball, archery, futsal, indoor hockey, cricket, basketball, fencing, badminton, volleyball and table tennis.



# CAPITAL DEVELOPMENT

The masterplan which will be financed by a range of funding packages aims to:

- **Develop Shared Facilities** that can be used by the local community, national sports governing bodies, local sports clubs, local community groups, charities, local council and schools to help promote a safe and inclusive society through cross community, collaborative working and sharing of facilities.
- **Grow Participation** at all levels of sport from grassroots to elite level and to keep people more active for longer.
- **Improve accessibility** by providing state of the art facilities for everyone at any level.
- **Contribute to Society** by contributing to economic growth, creating a healthier society, promoting reconciliation, and empowering people and communities to make a difference to their lives.
- **Use Sustainable Design** by developing facilities that create a sustainable and environmentally friendly future that improves the quality of lives in the local and wider area.



# BUSINESS PLAN REVIEW

## Places

**Aim 1: 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
By 2024 to have developed independently/in partnership with others high quality, safe, fit for purpose spaces to facilitate the needs and expectations of our members and customers.	Submission of a full planning application for the capital development <u>programme</u> at the Pavilion Complex.	Completion of detailed designs.	Completion of detailed design by Mid-April 2022.	Designs complete.
		Submission of a full planning application.	Submission of full planning application by end April 2022.	Planning application submitted on 19 <sup>th</sup> December 2022.
	Assess the economic viability of the capital <u>programme</u> at the Pavilion Complex.	Completion of a full economic appraisal.	Completion of a full economic appraisal by July 2022.	Economic appraisal to complete by March 23.
	<u>Finalise</u> service level agreements and contractual arrangements with key Investment partners.	No of agreed Service Level Agreements (SLAs) and contracts completed with key Investment partners.	Agreed SLAs and contractual arrangements with IFA by September 2022.	Working with investment stakeholders (governing bodies of sport) on SLAs.
	Develop wellness facilities in government buildings for our members.	Number of fit for purpose wellness spaces established.	By December 2022 to have secured 2 new wellness spaces in workplace affiliated clubs as part of the NICS Accommodation standards.	Work in progress- although because of hybrid working the departments priorities have changed in this area.



# BUSINESS PLAN REVIEW

## 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 2024 to have grown our membership and customer base.	Increase the number of members and customers participating in physical activity across NI.	% Increase in participation by members and customers in activities across NI.	By December 2022 to have achieved a 10% increase in participation in physical activity by members and customers.	2021 figure 5588.  2023 figure 6545.
	Increase the number of clubs affiliated to the Association.	Number of clubs established.	By December 2022 to increase by 3 the number of clubs affiliated to the Association.	No new clubs formed due to working from home arrangements and the closure of some NICS buildings.
	Increase the number of members of the Association.	Net membership growth.	Achieve 1% net membership growth by December 2022.	Membership down by 4% due to restricted recruitment opportunities. However, new applications started to increase from June 2022.

# BUSINESS PLAN REVIEW

## Product

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

Objectives	Priority	Performance Measure	Performance Target	Progress
By 2024 to develop and deliver a greater number and range of activities for members and customers.	Increase the range and volume of activities for members in our workplace and sports affiliated clubs.	Number of new activities developed and delivered.	Develop and deliver 4 new activities which can be accessed by all members by December 2022.	Developed four new offerings/activities including: <ul style="list-style-type: none"> <li>• Land Rover Experience</li> <li>• Dublin Horse Show</li> <li>• <del>DalFest</del></li> <li>• Kildare Trips</li> </ul>
	Further develop membership offerings-exclusives, experiences, extras.	% Increase in uptake.	By December 2022 increase by 5% the uptake on membership exclusives, extras, and experiences.	Membership Plus benefits up by 28.  Over 63% of NICSSA Members registered their Membership Plus card compared to 49% for 2021.  Uptake on NICSSA Membership exclusives, extras and experiences increased from 477 in 2021 to 747 (56.6% increase).
	Provide affordable access to the Health and Wellbeing services by our members and customers e.g., cardio scanning etc.	Number of customers and members using service.	100 bookings of the Health and Wellbeing Assessment Centre by December 2022.	90 assessments delivered up to end Dec 2022.

# BUSINESS PLAN REVIEW

## Enablers

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

Objectives	Priority	Performance Measure	Performance Target	Progress
<b>Staffing</b> To have the right people, with the right skills in the right places at the right times	Establish the individual and organisational capacity and capacity needs	Training needs analysis completed.	Level of team capacity and capability established by June 2022.	SLT analysis undertaken and actioned. Other staff needs analysis being carried out by business area.
	Develop staff capacity and capability to meet business needs.	Feedback from personal performance appraisals.	By December 2022 to develop and deliver training, development, and mentoring/coaching programmes to meet business needs.	Training and mentoring ongoing with 4 staff in the areas of leadership and hospitality management.
<b>Systems</b> To have fit for purpose communication and management information systems to improve connection with and between members and customers and facilitate business critical decision making.	Develop greater social media engagement with members and customers.	% Increase in digital engagement.	Achieve a 20% increase in digital engagement by December 2022.	<b>Facebook</b> Engagement rates (i.e., members who opened and clicked on a link within the e-zine): <ul style="list-style-type: none"> <li>• 2021 11%</li> <li>• 2022 48%</li> </ul>
	Deliver a new website for the organisation.	Introduction of new customer interface systems.	Achieve a 20% increase in digital engagement by December 2022.	New website developed.  Top two pages in 2022 were Giveaways and Membership Benefits.
	Develop digital communication systems to connect with customers and members.		Introduce new digital communication systems to connect with customers and members by September 2022.	Work in progress

# BUSINESS PLAN REVIEW

Objectives	Priority	Performance Measure	Performance Target	Progress
<b>Structure</b> To develop a fit for purpose governance and staffing structure to support the delivery of the strategic plan.	Establish an organisational staffing structure to reflect changes within the business and the introduction of the new Strategic Plan 2022-24.	New staffing and governance structure.	New staffing and governance structure developed and approved by December 2022	Draft staffing structure completed. New governance structure work in progress.
	Develop the organisations governance in a way that supports the delivery of the strategy and proposed changes to company status.		Secure charitable status by September 2022.	Secured charitable status December 2022.
<b>Resources-Revenue</b> To successfully finance the objectives and priorities of this plan over the three-year period.	Secure greater efficiency in the running of the <del>organisation</del> .	% Increase in surplus.	Achieve a 10% increase in the combined surplus by Dec 2022.	Deficit of £40k due primarily to significant increase in energy costs.
		Reduction (£, 000) in long term liabilities.	To have less than £100k cash liabilities by December 2022.	BOI Loan £71k on 31 December 2022.
<b>Resources-Capital</b> By 2024 to secure sufficient capital and revenue funding to support the delivery of the Capital Development Programme for the Pavilion Complex.	Agree funding arrangements with key investment partners and funders.	Amount of investment by key partnership.	Funding package agreed with key partners by December 2022.	Working on SLAs with investment partners.
		Amount of grant related funding.	Funding agreement by key funders by December 2022.	Initial concept document submitted to Peace Plus September 22.  Collaborating with governing bodies of sport to make a Shared Island Fund bid for funding.
		Amount of borrowing.	Level of borrowing established by December 2022.	Subject to grant funding.



# BUSINESS PLAN REVIEW

Objectives	Priority	Performance Measure	Performance Target	Progress
<b>Style</b> To develop an appropriate corporate brand which reflects the vision, mission of the organisation and current and emerging business activities.	Review the organisation's brand identity to ensure that the brand is fit for purpose and consistent with the strategy of the organisation and its long-term ambitions.	Report on review of Branding.	Report to Council by September 2022.	A series of workshops/consultations on branding rolled out in September/October 22. Meetings have also taken place with branding houses regarding the process for developing a new brand.

# TREASURERS REPORT

This report should be read in conjunction with the summarised profit and loss and balance sheet accounts on page 20 of this report.

In summary, income for the year was up by £30K and expenditure up by £178k.

Turning to the detail most notable variations in income were from Playball which rose by £54k because of a return to a full year of operations, Activ Gym which increased by £33k reflecting a full year of operation, WELL income which rose by £56k as a result of the delivery of additional courses and Findout which was up by £32k. These increases were offset by the absence of the HMRC's Job Retention Scheme grants of £128k which were received in 2021 and a fall of £22k in subscriptions as a direct result of a drop in recruitment of new members particularly within NICS locations where access to staff was challenging because of hybrid working arrangements.

The net result of these variations was an increase of £30k for the year.

Overall expenditure was up by £178k. Staff salaries increased by £112k to £598k as a direct result of a return to pre pandemic staffing levels (for comparison 2019 salary costs were £538k) and the recruitment of a Business Change Manager to take forward capital development. Playball costs were up by £8k showing the impact of replacing a significant number of floodlighting bulbs on hockey and football pitches and WELL costs rose as a direct result of the delivery of additional courses. The increase in expenditure also reflects a significant increase in heat, light and power which rose £72k in the year because of the global energy crisis. Other costs were broadly in line or lower than 2021 figures. Competition costs decreased by £28k (2021 figure included a grant of £25k from EA for the delivery of activity days), and business support costs which fell by £10k because of a reduction in the overheads-travelling and other general expenses etc.

Interest on loans fell by just under £1k as the amount owing on the principal of loans reduces year on year. The balance at year end of the £1.2 million loan taken out in 2010 was £71k.

The net position of the movements in income and expenditure during the year resulted in a £37k deficit and a reduction in total reserves to £1,111k.

Turning to the balance sheet fixed assets reduced by £149k showing the impact of depreciation of assets in the year. Current assets increased by £196k because of an increase in bank balances which increased by £160k but this is matched by an increase in creditors under one year of £162k.

Creditors due after one year has fallen by £78k, as we continue to repay our bank loan. As mentioned above, bank balances have increased by £160k, which reflects the cash received from the Department to pay for early expenditure related to the capital project, for which they are responsible.

The net result of the variations throughout the year is a deficit of £37k and total reserves of £1,111k.





# ACCOUNTS 2022

## Northern Ireland Civil Service Sports Association Limited

### Management Information

Year Ended 31 December 2022

#### Detailed Income and Expenditure Account

	2022 £	2021 £
<b>Turnover</b>		
Subscriptions	374,840	396,441
Healthworks (including WELL grant)	218,075	162,080
Find Out	45,370	13,600
PlayBall (pitch hire, summer scheme, advertising)	244,978	191,371
Activ Gym	63,122	30,302
Facilities charges	84,179	72,193
Other income	29,544	35,869
Deferred income (capital grants amortised)	54,981	54,981
Job retention grants (furlough)	-	128,464
	<b>1,114,889</b>	<b>1,085,301</b>
<b>Interest receivable</b>		
Interest on deposits	122	35
<b>Total income</b>	<b>1,115,011</b>	<b>1,085,336</b>
<b>Expenditure</b>		
<b>Administrative expenses</b>		
Staff costs	597,772	486,117
Healthworks	25,250	20,695
PlayBall	11,966	4,113
Activ Gym	8,763	9,152
Find Out	7,167	560
Grants to Clubs	45,609	48,975
Membership benefits	25,648	23,660
Competitions - Civil Service Sports Council	1,045	150
Competitions - NICS Sports Association	270	-
Competitions - Regional activities	6,085	35,117
Business support costs	90,535	100,384
Pavilion complex costs	168,937	83,443
Depreciation	159,007	157,150
	<b>1,148,054</b>	<b>969,516</b>
<b>Interest payable</b>		
Loan interest	3,490	4,235
<b>Taxation</b>	<b>23</b>	<b>7</b>
<b>Total expenditure</b>	<b>1,151,567</b>	<b>973,758</b>
<b>Surplus / (deficit) for the year</b>	<b>(36,556)</b>	<b>111,578</b>

## Northern Ireland Civil Service Sports Association Limited

### Balance Sheet

Year Ended 31 December 2022

	Note	2022 £	2021 £
<b>Fixed assets</b>			
Intangible assets	5	5,519	7,359
Tangible assets	6	1,703,092	1,849,995
		<b>1,708,611</b>	<b>1,857,354</b>
<b>Current assets</b>			
Debtors	7	103,205	67,289
Cash at bank and in hand		355,251	195,545
		<b>458,456</b>	<b>262,834</b>
<b>Creditors: amounts falling due within one year</b>	8	<b>(380,720)</b>	<b>(218,847)</b>
<b>Net current assets / (liabilities)</b>		<b>77,736</b>	<b>43,987</b>
<b>Total assets less current liabilities</b>		<b>1,786,347</b>	<b>1,901,341</b>
<b>Creditors: amounts falling due after more than one year</b>	9	<b>(675,760)</b>	<b>(754,217)</b>
<b>Net assets</b>		<b>1,110,587</b>	<b>1,147,124</b>
<b>Capital and reserves</b>			
Share capital	10	1,395	1,409
Capital reserve	11	3,303	3,270
Unappropriated reserve	12	1,105,889	1,142,445
<b>Total reserves</b>		<b>1,110,587</b>	<b>1,147,124</b>



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