



WE ARE
THE LEADING
ASSOCIATION
FOR CLUBS IN
NEW ZEALAND –
OUR CLUBS
EMPLOY MORE
THAN 3,000
PEOPLE AND
HAVE OVER
280,000
MEMBERS.

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OUR MISSION

The mission of Clubs New Zealand is to promote and safeguard the interests, rights and privileges of member clubs.

OUR VISION

Clubs New Zealand's vision is to lead a sustainable club industry that makes a growing contribution to New Zealand and its communities. In fulfilling this vision, Clubs New Zealand upholds the following values;

OUR VALUES

- WE MAINTAIN high standards of honesty and integrity in our work and in dealing with others.
- WE COMMUNICATE openly with each other and our members.
- WE TAKE RESPONSIBILITY for our performance, decisions and actions.
- WE RESPECT the views of clubs and members and value their contributions.
- WE ENCOURAGE our people to show initiative, exhibit leadership and think progressively.
- WE PROMOTE TEAMWORK AND DIVERSITY among our staff to leverage experience, knowledge and skills.
- WE TREAT MEMBERS EQUALLY and their well-being is our main concern.

OUR FOCUS

Clubs New Zealand supports member clubs with guidance and education to help generate benefits and services that assist clubs in becoming successful commercial businesses.

We work to develop the club community through sports tournaments, conferences, area meetings and other activities. As well, we seek to represent member's interests at national and local government level.

We share and communicate the community good derived from clubs and club members which has evolved over time to become a critical contributor to many communities' health and wellbeing.

Clubs New Zealand has a rich heritage of providing hospitality to members for over 120 years, with a network of clubs stretching from Kaitaia to Bluff. We celebrate the achievements and uniqueness of our members while uniting the network of clubs through the use of technology, so that they may share and leverage off each other's success.

WE ARE A
NOT-FOR-PROFIT
ORGANISATION
REPRESENTING
MORE THAN 300
CLUBS AROUND
THE COUNTRY
INCLUDING
CHARTERED CLUBS,
COMMUNITY
CLUBS,
COSMOPOLITAN
CLUBS,
WORKINGMEN'S
CLUBS, SPORTS
CLUBS AND
RETURNED
SERVICEMEN'S
ASSOCIATIONS
(RSA'S).



PRESIDENT REPORT

BRYAN FERGUSON

It is with great pleasure and pride that I contribute to my first annual report as president of this fantastic association. The nature of our business means there will always be challenges and change, but my view is that well planned changes with clear end goals agreed by all will set us on the right path. Having a smart, hard working team doesn't hurt either! With the support of my board, in particular my vice chair Terry Ray, and also Larry Graham and the national office team it has been a busy and productive year. I must give sincere thanks to our former president, Tom Fisher, for his mentorship over the last few years which has allowed me to really hit the ground running.

Financially, I believe we are going well with a profit achieved in the year just been, while also providing for what our clubs need. Thank you to Michelle Mazey and Dave Tilley who have been working well to run the books. In fact, the whole team at national office must be congratulated for their hard work. We were sad to see Gus Rieper leave the association during the year but the team have juggled to fill the gap. Many clubs will have worked with Larry and Dave on Club Smart training, and Lucy Waterreus and the team have made sure someone is always available to speak with clubs needing information.

I am pleased to see Clubs New Zealand insurance continue to tick along well. It is a fantastic scheme firstly as its cover of clubs is second to none. I have not heard of any other insurance that is better value if you compare apples with apples. There are cheaper covers but they do not have the protection level that Clubs New Zealand insurance does – if your club has taken or is considering taking a cheaper option, you are putting your club at higher risk. Secondly, please remember it is a good income source for us, allowing capitation to be kept lower while still having funds to run a great association.

THE NATURE OF OUR
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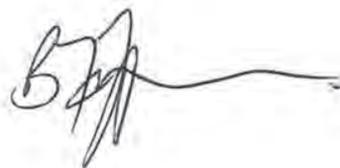
Clubs New Zealand sport under Kate Smith's administration continues to be strong and I have asked that we ensure our future by taking a look at where our sports tournaments will be in the coming years. Terry Ray will lead a small group from the board including Dennis Conaghan and Pat Mitchell, to take a holistic view of all sports we are involved with to see what can be done to help grow and support them going forward.

Larry and I had the opportunity to meet one on one with some key politicians and regulators during the year, including an audience with the Gambling Commission where we were able to talk candidly about our clubs, the contribution made to communities and what we could achieve as we continue to grow.

Technology continues to provide huge opportunities for us and our clubs – autonomous cars (Taxis), smarter systems on smart phones, pay wave, pay phone and on it goes! We must be open to new technology as we make decisions for the future and our CRM (customer relationship management system) will be a key tool for this.

Being able to visit many of our clubs has been a highlight of the year for me and I have really appreciated the feedback that I have received. I am always willing to talk about what we can do to help clubs and I look forward to meeting with more of you in the coming year. Thank you to all the clubs that have made my visits very worthwhile and enjoyable and also for welcoming my wife Heather Gifkins. And thank you Heather for putting up with me and my club life!

I wish you all a great 2017.



Bryan Ferguson (Ferg)
President, Clubs New Zealand



CHIEF EXECUTIVE REPORT

LARRY GRAHAM

As I reflect on what has been a somewhat hectic year, I'm reminded that the hard work has not been in vain – far from it in fact. With great satisfaction I can report that not only did we achieve a pleasing surplus, but also completed the build of our much-anticipated CRM (national database), complemented by a new engagement program to drive the commercial arm of this extremely valuable asset.

While these achievements are cause for celebration, I must also acknowledge the challenges of 2016 with legislative changes and the continual noise from authorities about booze and gambling. How often do we hear about this and how sick of it are we becoming?

We have long struggled with the layers of bureaucracies in our industry, each with differing views on the classification of clubs, licenses and rules associated with Class 4 Gambling and the Sale and Supply of Alcohol. Add in the contradictory interpretations from more than 60 territorial authorities, district health boards, licensing inspectors and police around the country and we start to get a picture of why sensible community assets like clubs are struggling. Of course these agencies are an important means of legitimising our clubs ability to operate, I just wish they would stop picking on the easy targets. And despite all this, clubs are often reminded of their 'privileged' position from envious competitors like pubs and taverns – it's no wonder we get a bit battle weary.

But, we are nothing if not fighters. With a long history, growing membership and a real purpose behind what we do there is much to motivate us.

In 2016 we lodged the following submissions on your behalf;

- Incorporated Societies Bill
- Review of Class 4 gaming
- Cash-in-ticket-out redemption terminals
- Gambling venue payments review
- Gambling Harm Prevention Bill
- Sale and Supply of Alcohol Act
- Alcohol Licensing Systems 'new fee' Regime
- Friendly Societies

FACT 1: THE CLUB MOVEMENT HAS BEEN IN OUR COMMUNITIES ACROSS NEW ZEALAND SINCE THE 1880'S

FACT 2: OUR MEMBERSHIP, ALBEIT SLOWLY, IS GROWING >2% GROWTH

FACT 3: CLUBS ARE A WARM AND SAFE ENVIRONMENT FOR MEMBERS TO RELAX AND ENJOY. OVER 280,000 FINANCIAL MEMBERS CAN'T BE ALL WRONG!

BOARD

Our President, Bryan (Ferg) Ferguson (since March 2016) and his board have provided exceptional support to our staff and have a clear plan for the future which gives me great confidence. The decision to embark on the development of a national database was visionary and will, in time, provide a wide range of options for managing our membership. I am assured our organisation is on the right track and set to take on the changing hospitality environment.

Ferg's commitment to the club industry has been clear since taking on the challenge of President in March last year. He has made an impression at key meetings and functions, ensuring those who listen understand what clubs are about. We both had the chance during the year to meet with several political figures and in December we met with the Gambling Commissioners in Auckland. This was a one-on-one meeting which hopefully in time will see some changes to the treatment of clubs.

STAFF

The team have made an impressive contribution to keeping clubs informed and compliant over the last year. In the annual report, Lucy Waterreus has provided an insight into the range of services available and I know the many clubs who have taken up these offerings have found the support invaluable.

Our small team consisting of Lucy, Michelle, Hannah, Kate at head office in Wellington and Dave in the North have continued to work tirelessly in their specific areas, and when a team effort is required they rally around in a heartbeat. They are an awesome team.

THE DARK SIDE

An uncomfortable fact but one that must be acknowledged – in the last few months of 2016 over \$300,000 was stolen from clubs around the country. These are the numbers we know about and don't include those incidents swept under the carpet by embarrassed club committees. The time has come for clubs to prosecute their staff when theft occurs. This has always been my advice but it is becoming

clear that unless we start to hold these people accountable we won't make any difference or improve the perception of our club culture.

People who steal money from employers have discovered that if they blame their theft on gambling there is a chance of an escape route via sympathy. Authorities generally lean towards supporting people with addictions therefore skew the problem gambling statistics. My information from forensic accountants, club managers and insurers confirm problem gambling numbers are easily inflated. Whoever is reporting the figures frequently let emotion get in the way of the correct statistics.

Clubs are easy pickings for authorities simply because we have a captive audience and it is in our nature not to fight back. The hypocrisy on pokies is scandalous. The authorities are expecting more money to go to communities and government costs (increased wages), all with less machines (sinking lid policies), more taxes and more compliance costs, while at the same time suggesting there should be a sustainable industry. Go figure!

However, I do feel there is a genuine willingness to change. The local government elections are over and will bed in this year just in time for the national election to occupy our minds. Will 2018 be clubs year? Something to have a punt on!

THE HUG TEST

Despite the challenges, clubs are going great. Sure a few are struggling, but as Ferg and I travel the country we are seeing and hearing great stories. We get the feeling that many clubs are looking to change their business model and do things differently to good effect.

Employing staff continues to be an area of struggle. I recently read an article by a leading American academic, Dr. Bo Bernhard, who was a key note speaker at the New South Wales Clubs conference last year. He warned that "employing people who don't pass the 'Hug Test' are doing themselves no favours". One of the defining skills for the hospitality industry is social intelligence – not formal education, but liking and reading people, getting staff who pass 'the Hug Test'."

I certainly subscribe to understanding the

culture of an organisation and making sure the people fit into the team. I'm not saying 'no hug, no job', just suggesting you think team and fit when selecting your employees.

FUTURE THINKING

The following snippet from the results of the 2015 Australian National census is worth noting. While the numbers are proportional to the Australian population the connection between the club industry and the community is not lost on us.

- In one year, there were 392 million visits to clubs. They have an asset value greater than \$25 billion and staff numbers over 172,000.
- In terms of social contribution in 2015, \$286 million direct cash and in-kind donations were provided by clubs to thousands of charities, community groups and sporting teams.
- The industry's volunteer effort amounts to \$590 million per annum and \$4.1 billion is provided through subsidised facilities for community use.

The cost of the KPMG Australian National Club Census was expensive but the information priceless, it's what is done with the information where the value lies. Parallel this to New Zealand and while the numbers are obviously smaller the information is comparable.

I can't possibly sign off this annual report without making mention of the changing face of club business using digital technology. We will continue to seek the best available digital information and trends to help you engage with customers not only face to face but online. Clubs need to think about this capability if they haven't already.

Clubs New Zealand remains committed to the pursuit of the goals we set ourselves for the coming years. We all sincerely thank you for supporting us.



Larry Graham

Chief Executive, Clubs New Zealand



GENERAL MANAGER NORTHERN REPORT

DAVE TILLEY

DIRECT ASSISTANCE TO CLUBS

First up let me say that the job title is something of a misnomer. My work has taken me as far south as Canterbury and especially to many parts of the central and lower North Island. In order to meet our goal of satisfying all clubs who request assistance, Larry and I have traveled more than ever this year, covering as much ground as possible to provide support where needed.

Assisting clubs with renewal of Class 4 gaming

has kept me particularly busy this past twelve months as many clubs, and their respective accountants, are having difficulty with the difference between Authorised Expenses and Authorised Purposes payments. In liaison with staff from the DIA we have successfully saved many licences during the GMAS part of the renewal process. Developing and maintaining positive relationships with several key DIA staff has proven valuable in getting the department on-side with some of our clubs.

That said the reasons for my visits are usually to review the internal operational processes that clubs are using and to see whether those processes can be strengthened and are adequate for audit purposes.

TRAINING

Club Smart presentations to committee members and staff continue to be in high demand, which I believe has arisen from a realisation amongst executive members of the need to upskill themselves to do their jobs successfully and ensure compliance in many ways.

We also held four more Back to Basics Manager's courses during the year, meaning almost 60 managers have been through these courses and hopefully are all the better qualified for the experience.

Overall our focus has been very much on the practical ways we can assist clubs to survive and prosper, to educate and to encourage compliance, and to create a set of values whereby clubs know that we are doing our best for them. The sheer number of enquiries we get has increased two-fold and indicates a willingness to trust our advice.

HUMAN RESOURCE MATTERS

There are still too many clubs getting themselves into strife with human resource matters, too many presidents acting as the employer when it is the manager's job, and too many committee members causing personal grievance filings against our clubs. Having said that our phones ring hot most weeks with enquiries about HR matters, and we don't mind as it means clubs are stopping to think before taking potentially inappropriate action.

OVERALL OUR FOCUS HAS BEEN VERY MUCH ON THE PRACTICAL WAYS WE CAN ASSIST CLUBS TO SURVIVE AND PROSPER, TO EDUCATE AND TO ENCOURAGE COMPLIANCE, AND TO CREATE A SET OF VALUES WHEREBY CLUBS KNOW THAT WE ARE DOING OUR BEST FOR THEM.

PROTECT YOUR LICENCE

Liquor 'stings' continue, not only in the form of underage persons posing as adults, but more likely these days performed by police or health department officials wandering in, signing themselves in, and being served. Then there are those same people performing 'stings' and being signed in by doormen and/or bar staff. The latter circumstances have been well documented in case law and those lessons really ought to have been learned by now by all clubs. If you wish to lose your club licence for a few days simply ignore our frequent warnings!

Gaming rooms have also been subject to mystery shopper visits and staff are expected to know what is required of them under harm minimisation rules. These visits by DIA staff are intended as educational as opposed to strictly compliance visits but clubs will be required to up their game if staff fail to respond correctly to the situation.

NEW PROJECTS

For much of the year we have been working to build a CRM which will be of great value to all of us. Populating the CRM will involve clubs being asked to hand over their databases which naturally may cause worries about confidentiality

and security. Much more information about the CRM will be provided at conference but please be assured the data relevant to each individual club will only be available to that club. The CRM and linked engagement platform will allow direct communication to members with news, entertainment offerings, anything clubs feel will be of value. A rewards system similar to Flybuys will give members reward points if they take up these offers which are redeemable for goods and services. There is so much more to the system and we look forward to sharing all at conference.

Our new website www.membermarket.co.nz is up and running. There are separate sections for clubs and club members. In each section, you will see all sorts of deals we have arranged for clubs and for individual club members. These suppliers either grant discounts or have rebate schemes back to clubs, for example, schemes like VTNZ can be a good earner for clubs, all you must do is show your club card at VTNZ and you get a discount and the club gets a rebate.

KIWISAVER

Finally, we are working hard to provide income back to clubs from various deals, and none are better or easier than making FANZ (Funds Administration NZ) your default KiwiSaver provider. FANZ is a subsidiary of SBS Bank, and one of new Zealand's top fund managers. Larry and I are registered financial advisors for FANZ and can help you and your club transfer over to this excellent scheme. By making the scheme your default provider new staff coming on board will go into the FANZ scheme, and existing staff may transfer if they want to.

We urge you to encourage your members and staff to use the services we are compiling for you in an effort to improve your income, but more importantly to engage on a regular basis with your membership.

I wish you all a prosperous 2017 and beyond!



Dave Tilley

General Manager Northern, Clubs New Zealand



MANAGERS GROUP REPORT

LEE DAVIS

Our group continues to go from strength to strength as new managers see the networking benefits of joining. Annual conference content has also vastly improved over the years with club visits easily proving the most popular. Hearing about successes and failures direct from the horse's mouth is invaluable, regardless of our varying club sizes.

This was particularly evident at this year's Australian leg of our annual conference, which coincided with the Australasian Gaming Expo (AGE) on Glebe Island, Sydney. A blend of over 70 managers, committees and partners registered for the full conference programme that included two half days at the expo and one and a half days on a bus tour of various club sizes.

The AGE was smaller than previous years but still managed to contain all of the latest in gaming and hospitality equipment, most of which is now being distributed in New Zealand. One half day visit was a prearranged tour of our gaming provider's stands, which gave us all valuable one on one time with our New Zealand representatives to work through all the mechanics of their latest games. The sheer size of this expo is still an eye-opener and worthwhile experience for regular attendees.

But like previous years, my rewards came from the many scheduled club visits as the Australians are very good at what they do, in particular their ability to change and their strong desire to continue to meet new markets, a lesson in itself.

Our AGM, hosted at the Bankstown Sports Club (if you ever get the opportunity to visit this club then do, it is absolutely amazing), was without issue and with no change to our committee of three (myself as President, Dean Candy Vice and Raquel Randell Secretary). Those attending resolved to have next years' conference at Club Mount Maunganui over 21/22/23 November so you can start making your plans now, accommodation options will be released in the New Year.

In general business, we were privileged to be joined by Josh Landis, ClubsNSW Executive Manager – Public Affairs and his associate, who both gave our group an informed presentation on what is currently impacting the Australian market.

Another emerging must-attend conference from a club managers perspective is the Clubs New Zealand Annual Conference, AGM and Expo. The last few years have included some excellent content more pertinent to the management and operational aspects of clubs versus governance, with last year's conference from my perspective being the best to date.

Food continues to be the driving force behind successful clubs and to have internationally renowned chef and entrepreneur, Martin Bosley, present in lively fashion (but in layman's terms) the key aspects of food presentation and menu design was extremely worthwhile. I am sure we will see more of Martin, but more so his influence, in what our clubs provide in the future.

Lastly, although it has been a year since his appointment I would like to formally welcome Bryan as our president and sincerely thank him for the resounding support he gave to our group during the formal aspects of last year's Clubs New Zealand AGM. It is comforting to know that we belong and are a valued part of the overall organisation. In support of that, a fair portion of our success and growth to date has been through the assistance provided by Clubs New Zealand staff under the guidance of Larry Graham, which also has been greatly appreciated and we look forward to cementing this alliance in the years ahead.



Lee Davis

President, Club Managers Group

...MY REWARDS CAME
FROM THE MANY
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A LESSON IN ITSELF.



SPORTS REPORT

KATE SMITH

It has been another fantastic year of sport with a total of 49 great Clubs New Zealand tournaments. I always love hearing how much fun the players had, catching up with old friends and sharing a few stories over a drink – exactly what our club sporting activities are all about. In recognition of the importance of sport to our clubs, the board have this year resolved to examine club sport and gauge the health of our sporting activities. This will hopefully give us some useful learnings as we plan for the future. I will be working with the board to take on this challenge.

I must mention the Whangaroa Sport Fishing Club, host to the National Sports Fishing Tournament for several years. This year was a special one for them as they won both the Clubs

New Zealand Northern Region Trophy and the Clubs New Zealand National Trophy off the Kamo Club. Kamo has won this for the last few years in a row so I'm sure they will be back in 2017 to try and regain supremacy!

The Stratford Club also had a successful year, hosting the North Island Women's 8 Ball tournament at the end of April. They had 115 players from 48 clubs competing for the top spots, playing for both the Singles and Pairs title. Ages ranged from 16 to 74 years! This was a fantastic tournament which was well embraced by the local community who rallied together to support the event with local businesses giving gifts to the winners. Well done to the Stratford Club.

A huge thank you to the volunteers in our clubs who make many of our sporting events what they are. These people are extremely valuable and deserving of considerable praise and recognition in the club industry. They play a crucial role contributing time and energy into ensuring events run smoothly and without these people sport and leisure organisations fail to function effectively. We have an amazing bunch of volunteers in the club family and I can't emphasise enough how grateful and lucky we are to have such wonderful community driven people. Some of our volunteers have been involved in sport in clubs for 30+ years! Thank you.

As always, please continue to encourage junior membership at your club, it's an important way to keep it vibrant now and successful in the future. Don't forget we have sponsorship money set aside to help the young ones along, so do keep an eye out for talented young people in your area.

Congratulations on a wonderful year and I look forward to working with you to ensure 2017 is another great one.

Kate Smith
Sports Coordinator, Clubs New Zealand

YEAR IN REVIEW



MEMBER
307
CLUBS



INDIVIDUAL
283,222
MEMBERS



SPORTS

54
CLUBS
NEW ZEALAND
SPORTS
TOURNAMENTS
with more than
8,000
PARTICIPANTS

\$2,000
CONGRATULATIONS
JAN LOW
INVERCARGILL
WORKINGMEN'S
CLUB
Winner of the
Clubs New Zealand
2016 Sports
\$2,000 Prezzy Card



MEMBER MARKET PL

Launched
December 2016
www.membermarket.co.nz

**BENEFITS AND DISCOUNTS
AVAILABLE TO
CLUBS AND MEMBERS**

TRAINING



WEBSITE

www.clubsnz.org.nz

333,000 PAGE VIEWS
visited by more than
 55,000 PEOPLE

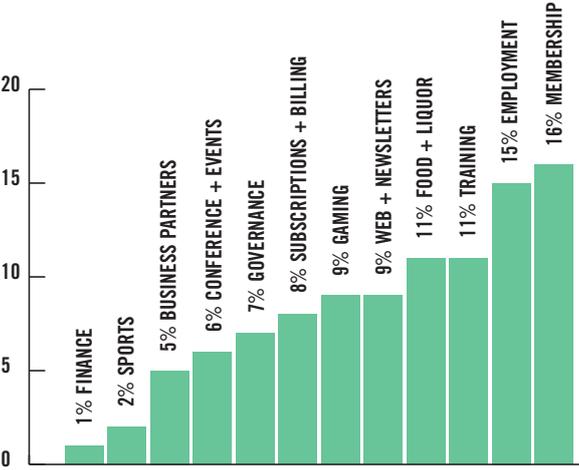
NEWSLETTER



185 NEWSLETTERS
sent to
1,202 SUBSCRIBERS



During 2016, we launched the Clubs New Zealand CRM with the system allowing us to track interactions with members. The graph shows the areas clubs needed assistance within 2016.





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FINANCIAL SERVICES

Rewarding you, your club and your members.



PARTNERS



SWITCH TODAY TO REDUCE YOUR ENERGY BILL

Your club has joined CLUBPOWER. When you join CLUBPOWER too you not only get a better energy rate than you currently pay, but the club benefits by getting rebates that go towards our fundraising efforts. For every residential or business member who joins, the club receives up to \$100 per annum every year you stay with CLUBPOWER. The average member who switches has saved up to \$186 per year on a residential account and even more on a business account.

Get in touch and find out how much you can save.

Call 0800 Switch (0800 794 824) or visit www.switchclubpower.co.nz.
Please have your power account handy to get a quote.



PUNTING COMPETITION

**REGISTER AS A TEAM
OR INDIVIDUAL TODAY!** **26** SATURDAY **2016** **NOV**

\$50,000 1ST PRIZE \$25,000 | 2ND PRIZE \$15,000 | 3RD PRIZE \$10,000

VISIT www.clubsunter.co.nz ON THE DAY TO SEE THE LEADERBOARD



For full details about how to enter, and T&C's, visit www.clubsnz.org.nz or ask your club official.

MEMBER MARKET PL

www.membermarket.co.nz

GET MORE OUT OF YOUR MEMBERSHIP

BENEFITS AND DISCOUNTS
AVAILABLE TO CLUBS AND MEMBERS

THIS →
LITTLE
PIGGY
WENT TO
MARKET



→
... TO THE
MEMBER
MARKET
& PLACE



FINANCE REPORT

BRYAN FERGUSON

We are pleased to report a surplus for the year (after depreciation, provision for taxation and provision for doubtful debt), which I will explain later, of \$140,062.

This is “inflated” by the \$108,290 received in grants towards the build of our new CRM. Overall, ignoring the grants income, our income was slightly reduced (\$14,000) against that budgeted, but well controlled expenditure which was moulded around our income as the twelve months unfolded enabled us to maintain a surplus.

REVENUE

Across the normal revenue range income was down on budget by approx. \$14,000, but no single area was responsible for all of that. Insurance commissions were down \$10,000, (as premiums returned to pre-earthquake levels), interest was down on budget (falling rates and less money invested), and subscription income was over budgeted.

The pleasing note was the surplus made at the Conference & AGM of \$32,000. This was a very well attended conference and included some excellent key-note speakers.

EXPENSES

Overall operating expenses have come in \$11,000 under budget. Actually that number is \$51,000 but it is reduced by a provision for doubtful debt of \$40,623 imposed at the final draft as a precautionary measure (this was not budgeted for).

PROVISION FOR DOUBTFUL DEBT

We have made this provision as the outstanding club levies are higher than normal as at 31 December. However all the clubs that have arrears have made payment arrangements and should have cleared their outstanding levies by 20 March. We have to recognise however, that some clubs may simply not survive such is their parlous state. The auditors deemed it prudent to make such a provision but we are certain that any subsequent write off will be significantly less than the \$40,000 provided for.

...CLUBPOWER WILL BE A GOOD EARNER FOR US GOING FORWARD, AS WILL THE ENGAGEMENT PROGRAM...CLUBS NEED TO SUPPORT THESE SCHEMES FOR THEM TO BENEFIT FROM THEM – THEY WILL BE GOOD REVENUE EARNERS FOR YOUR CLUB IF YOU GET IN BEHIND THEM AND PROMOTE THEM TO YOUR MEMBERSHIP.

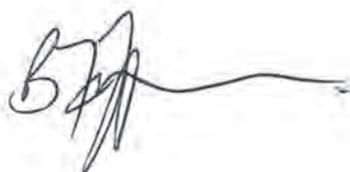
ACTUAL CASH SURPLUS FROM NORMAL ACTIVITIES

Operating Surplus before Income Tax	\$150,086
Less Grants for CRM	-\$108,290
Plus Depreciation (non Cash item)	\$28,400
Plus Provision for Bad Debt (Journal)	\$40,623
ADJUSTED CASH SURPLUS	\$110,819

THE FUTURE

We are still endeavouring to create other income streams, and ClubPower will be a good earner for us going forward, as will the engagement program mentioned in the General Manager's report. Clubs need to support these schemes for them to benefit from them – they will be good revenue earners for your club if you get in behind them and promote them to your membership.

Here's to another prosperous year ahead!



Bryan Ferguson
President, Clubs New Zealand

NOTES TO THE SUMMARY PERFORMANCE REPORT

The summary performance report have been extracted from the full performance report of Clubs New Zealand Incorporated ('Clubs NZ') as approved by the Board on 18 February 2017. The full performance report has been prepared in accordance with Public Benefit Entity Simple Format Reporting Accrual (Not-For-Profit).

The summary performance report does not include all the disclosures provided in the full performance report so cannot be expected to provide as complete an understanding as provided by the performance report of Clubs NZ. A copy of the performance report is available from Clubs NZ head office.

The financial information in the full performance report has been audited with an unmodified audit opinion issued on 18 February 2017.



Independent Auditor's Report on the Summary Performance Report

To the Members of Clubs New Zealand Incorporated

Opinion	<p>The summary financial information in the summary performance report of Clubs New Zealand Incorporated ('Clubs NZ'), which comprises the summary statement of financial position as at 31 December 2016, and the summary statement of financial performance, summary statement of movement in equity and summary statement of cash flows for the year then ended, and related notes on page 15, is derived from the audited financial information in the performance report of the entity for the year ended 31 December 2016.</p> <p>In our opinion, the accompanying summary financial information in the summary performance report, on pages 17 to 19 of the Annual Report, is consistent, in all material respects, with the audited financial information in the performance report, on the basis described in the notes to the summary performance report on page 15.</p>
Summary performance report	<p>The summary financial information in the summary performance report does not contain all the disclosures required by Public Benefit Entity Simple Format Reporting – Accrual (Not-for-Profit). Reading the financial information in the summary performance report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial information in the performance report and the auditor's report thereon.</p>
The audited performance report and our report thereon	<p>We expressed an unmodified audit opinion on the audited financial information in the performance report in our report dated 18 February 2017. We did not audit the statement of service performance or entity information included in the performance report.</p>
Board's responsibilities for the summary performance report	<p>The Board is responsible on behalf of Clubs NZ for the preparation of the summary performance report on the basis described in notes to the summary performance report.</p>
Auditor's responsibilities	<p>Our responsibility is to express an opinion on whether the summary financial information in the summary performance report is consistent, in all material respects, with the audited financial information in the performance report based on our procedures, which were conducted in accordance with International Standard on Auditing (New Zealand) 810 (Revised): <i>Engagements to Report on Summary Financial Statements</i> ('ISA (NZ) 810').</p> <p>Other than in our capacity as auditor, we have no relationship with or interests in the entity, except that partners and employees of our firm deal with the entity on normal terms within the ordinary course of trading activities of the business of the entity.</p>
Restriction on use	<p>This report is made solely to the Members, as a body, in accordance with Section 18.1 of the Constitution. Our audit has been undertaken so that we might state to the Members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Members as a body, for our audit work, for this report, or for the opinions we have formed.</p>

Deloitte Limited

Wellington, New Zealand
18 February 2017

CLUBS NEW ZEALAND INCORPORATED

SUMMARY STATEMENT OF FINANCIAL PERFORMANCE

FOR THE YEAR ENDED 31 DECEMBER 2016

	2016 \$ AUDITED	2015 \$ AUDITED	2016 \$ BUDGET UNAUDITED
OPERATING REVENUE			
CONFERENCE AND AGM INCOME	141,236	103,223	140,300
CRM GRANTS	108,290	-	-
INSURANCE COMMISSIONS (NET)	150,767	160,320	158,000
INTEREST RECEIVED	4,977	16,684	10,000
MEMBER SUBSCRIPTIONS	1,023,786	906,001	1,027,000
OTHER INCOME	37,762	137,107	45,000
RENT INCOME	-	600	-
SKY TV COMMISSION	17,575	18,695	18,000
TOTAL OPERATING REVENUE	1,484,393	1,342,630	1,398,300
LESS OPERATING EXPENSES			
ADVERTISING AND PUBLICITY	27,559	13,268	15,000
CONFERENCE AND AGM EXPENSES	109,208	106,097	110,000
BOARD EXPENSES AND HONORARIA	157,921	165,885	148,800
BODY CORPORATE FEES AND RENT	33,315	37,528	38,000
CLUBS ADVISORY	6,255	5,291	25,000
CLUBS DESIGN EXPENSES	-	54,018	-
CLUBSMART EXPENSES	8,979	4,224	12,000
COMPUTER AND WEBSITE COSTS	35,334	31,920	35,000
DEPRECIATION	28,400	32,132	27,000
FEES PAID TO DELOITTE – OTHER SERVICES	2,710	18,760	11,000
FEES PAID TO DELOITTE – AUDIT SERVICES	11,750	21,877	15,000
INSURANCE AND ACC LEVIES	10,602	9,418	10,000
LEGAL EXPENSES AND GOVT. SUBMISSIONS	11,020	23,651	20,000
MARKETING AND PROMOTION	12,983	2,029	15,000
OTHER EXPENSES	162,761	140,151	153,000
SPORTS AWARDS AND PROMOTIONS	21,216	14,035	25,000
STAFF REMUNERATION, TRAVEL AND TRAINING	694,351	802,556	694,000
TOTAL OPERATING EXPENSES	1,334,364	1,482,840	1,345,800
OPERATING INCOME / (DEFICIT) FOR YEAR	150,029	(140,210)	44,500
NON-OPERATING INCOME	57	5,510	8,000
INCOME / (DEFICIT) FOR YEAR BEFORE TAX	150,086	(134,700)	52,500
TAX EXPENSE	(10,024)	-	-
NET INCOME / (DEFICIT) FOR THE YEAR AFTER TAX	140,062	(134,700)	52,500

The accompanying notes on page 15 form part of the summary performance report.

CLUBS NEW ZEALAND INCORPORATED

SUMMARY STATEMENT OF MOVEMENT IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2016

	2016 \$	2015 \$
OPENING ACCUMULATED FUNDS AT 1 JANUARY	583,416	718,116
NET INCOME / (DEFICIT) FOR THE YEAR	140,062	(134,700)
CLOSING ACCUMULATED FUNDS AT 31 DECEMBER	723,478	583,416

CLUBS NEW ZEALAND INCORPORATED

SUMMARY STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2016

CURRENT ASSETS	2016 \$	2015 \$
ACCOUNTS RECEIVABLE	120,129	89,903
CASH AND BANK ACCOUNTS	201,891	131,172
INVESTMENT IN CLUBS INSURANCE SERVICES LTD	5,518	5,460
OTHER CURRENT ASSETS	22,269	25,160
TERM DEPOSITS – BANK	100,000	200,000
TOTAL CURRENT ASSETS	449,807	451,695
NON CURRENT ASSETS	505,237	401,579
TOTAL ASSETS	955,044	853,275
CURRENT LIABILITIES		
ACCOUNTS PAYABLE	52,537	33,975
GST PAYABLE	2,371	(2,486)
OTHER LIABILITIES	147,476	198,011
RECEIPTS IN ADVANCE	29,181	40,358
TOTAL CURRENT LIABILITIES	231,566	269,859
NET ASSETS	723,478	583,416

The accompanying notes on page 15 form part of the summary performance report.

LARRY GRAHAM
CHIEF EXECUTIVE OFFICER



DATE: 18 FEBRUARY 2017

BRYAN FERGUSON
PRESIDENT



DATE: 18 FEBRUARY 2017

CLUBS NEW ZEALAND INCORPORATED

SUMMARY STATEMENT OF CASH FLOW

AS AT 31 DECEMBER 2016

CASH FLOWS FROM OPERATING ACTIVITIES	2016 \$	2015 \$
NET CASH FLOWS FROM OPERATING ACTIVITIES	102,778	(132,873)
NET CASH FLOWS FROM INVESTING AND FINANCING ACTIVITIES	(32,059)	(7,898)
NET INCREASE / (DECREASE) IN CASH	70,719	(140,771)
OPENING CASH	131,172	271,942
CLOSING CASH	201,891	131,172
THIS IS REPRESENTED BY		
CASH AND BANK ACCOUNTS	201,891	131,172

The accompanying notes on page 15 form part of the summary performance report.

CLUBS NEW ZEALAND INCORPORATED

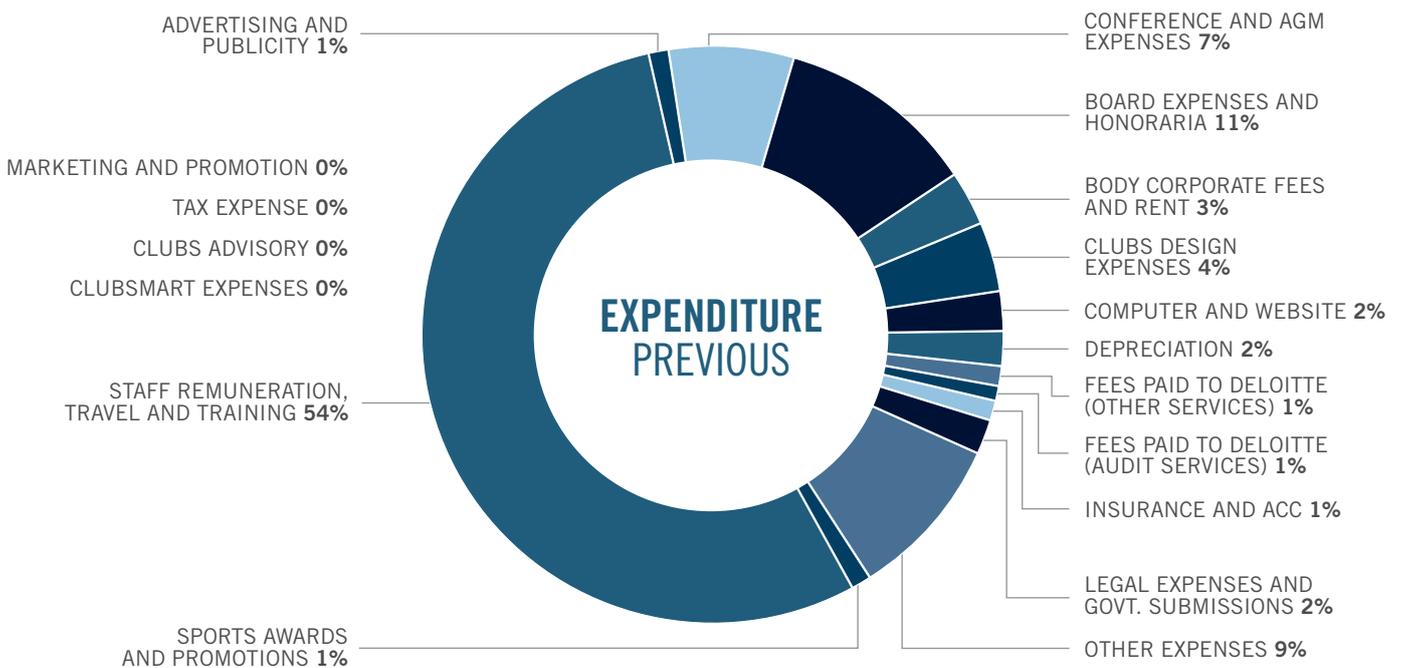
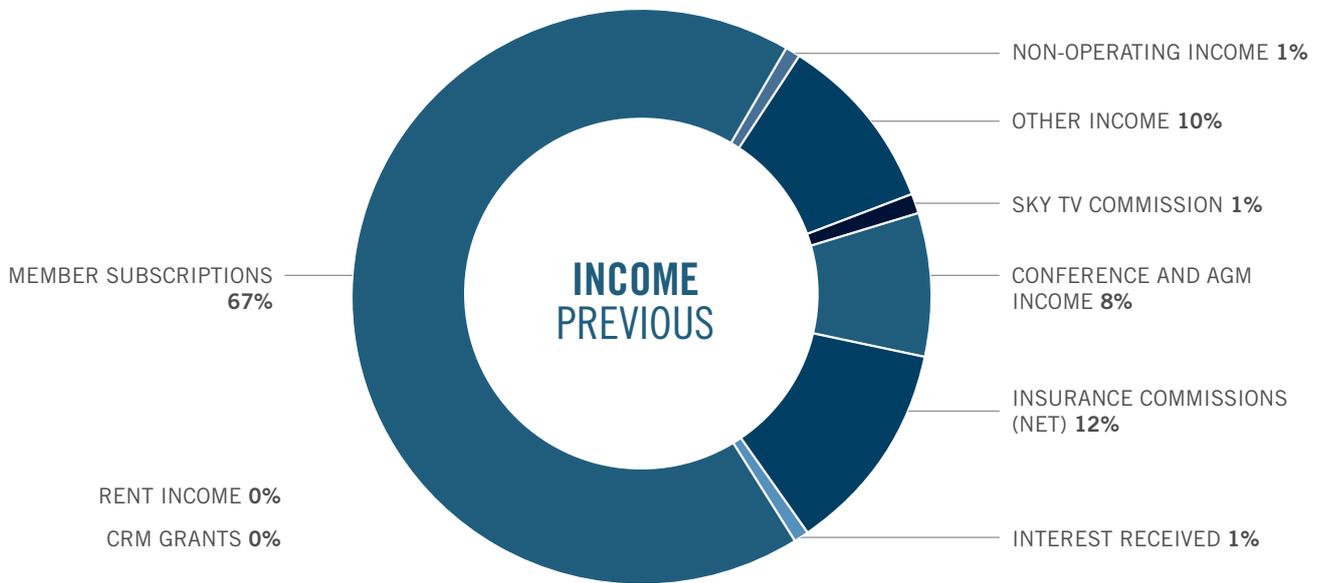
STATEMENT OF SERVICE PERFORMANCE

FOR THE YEAR ENDED 31 DECEMBER 2016

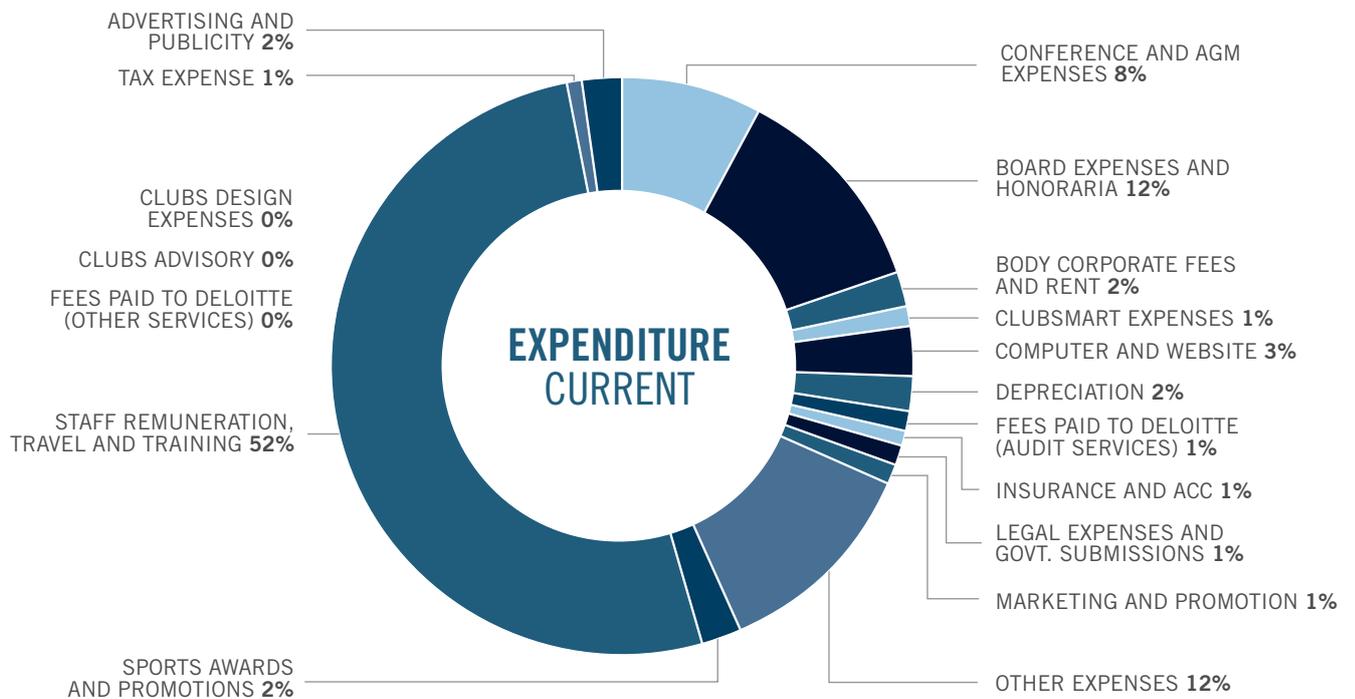
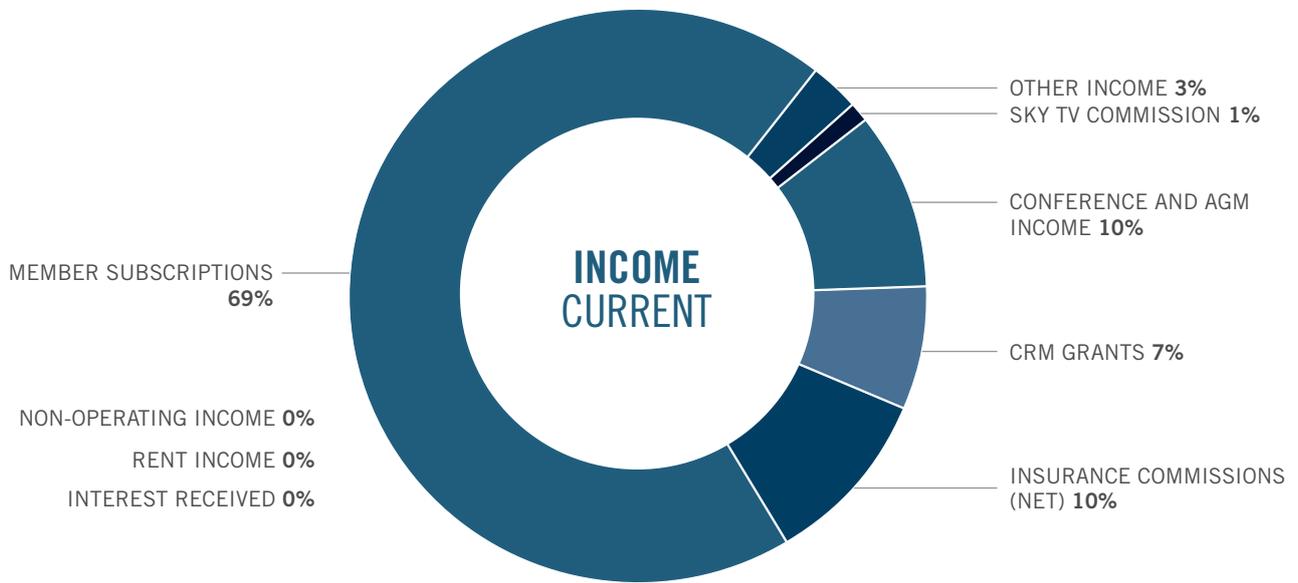
DESCRIPTION OF CLUBS NEW ZEALAND'S OUTCOMES			
Clubs New Zealand is tasked with enhancing and promoting all aspects of club business. We endeavour to achieve this by:			
(i) Helping grow leadership in our clubs			
(ii) Creating a national database for all member clubs			
(iii) Supporting Clubs New Zealand sports tournaments			
(iv) Growing commercial partnerships to benefit our members			
(v) Offering training to help assist staff in our clubs			
(vi) Communicating with our members			
DESCRIPTION AND QUANTIFICATION (TO THE EXTENT PRACTICABLE) OF THE ASSOCIATION'S OUTPUTS			
	ACTUAL	BUDGET	ACTUAL*
	THIS YEAR	THIS YEAR	LAST YEAR
CLUBSMART TRAINING – GOVERNANCE COURSE FOR CLUB EXECUTIVES	34	6	14
BEING A RESPONSIBLE GAMBLING HOST FOR CLUB STAFF	70	50	60
BACK TO BASICS COURSE – CLUB MANAGERS TRAINING	6	4	2
E-NEWSLETTER'S SENT TO MEMBERS – WEEKLY AND UPDATE E-NEWSLETTERS	185	180	180
SUPPORT TO CLUBS NEW ZEALAND SPORTS TOURNAMENTS	\$17,800	\$15,000	\$13,000
SALES FORCE DATABASE IMPLEMENTED**	\$130,000	-	-
BUILT MEMBER MARKETPLACE FOR MEMBERS / CLUB MANAGERS	\$10,000	-	-
INTERNAL CLUB AUDITS – ASSISTING WITH RESTRUCTURING, POLICIES**	12	-	-
GOVERNMENT SUBMISSIONS	8	4	7

* Figures taken from 2016 Annual Report based on 2015 year end. ** New for 2016.

PREVIOUS INCOME AND EXPENDITURE



CURRENT INCOME AND EXPENDITURE



AGM AGENDA

REMITTS

ANNUAL GENERAL MEETING AGENDA SATURDAY 25 MARCH 2017 CLUBS OF MARLBOROUGH BLENHEIM

- WELCOME AND APOLOGIES
- CONFIRMATION OF THE MINUTES OF THE AGM HELD IN UPPER HUTT, MARCH 2016
- MATTERS ARISING FROM THE 2016 AGM MINUTES
- PRESIDENT REPORT – BRYAN FERGUSON
- 2016 FINANCIAL REPORT – DAVE TILLEY
- CHIEF EXECUTIVE REPORT – LARRY GRAHAM
- ELECTION OF OFFICERS – NO ELECTION IS REQUIRED
- CONFIRMATION AUDITOR FOR 2017
- CLUBS NEW ZEALAND REMITS
- SELECTION / APPLICATION FROM CLUBS FOR HOSTING MARCH 2019 AGM
- GENERAL BUSINESS
- CONFIRMATION OF CAPITATION FEES FOR 2017

PLEASE NOTE THE NEXT CONFERENCE AND AGM IS **THURSDAY 22ND MARCH UNTIL SATURDAY 24TH MARCH 2018** IN **WANGANUI** HOSTED BY **ST JOHNS CLUB**

CONFERENCE CLOSURE

REMIT FOR THE ANNUAL GENERAL MEETING AS FOLLOWS

ANNUAL SUBSCRIPTION SECTION 7:

Section 7.1 (b) current reads:

- ANNUAL SUBSCRIPTION
- The number of individual members of each club shall be calculated as at 31 December of the Year preceding the AGM and a Statutory Declaration by each club of the number of members must reach the Chief Executive no later than 4.00 pm on **20 JANUARY** each Year of the AGM.

Replace the above with:

- The number of individual members of each club shall be calculated as at 31 December of the Year preceding the AGM and a Statutory Declaration by each club of the number of members must reach the Chief Executive no later than 4.00 pm on **20 FEBRUARY** each Year of the AGM.

Reason for Change:

Each year our clubs struggle to get their final membership numbers to the National Office by the due date of 20 January. Generally, this is because of the Christmas holiday period and ensuing challenges when staff are away on leave.

The introduction of electronic processing will assist with the accuracy of data and will streamline the invoicing back to clubs. This is a win win for the National Office and member clubs.

BOARD MEMBERS

			
BRYAN FERGUSON PRESIDENT KING COUNTRY	DENNIS CONAGHAN NORTHLAND	ROLY REARDON GREATER AUCKLAND	COLIN SULLIVAN WAIKATO & THAMES VALLEY
			
BERNARD HICKEY HAWKES BAY & POVERTY BAY	PAT MITCHELL MANAWATU, WANGANUI & TARANAKI	DAVID DALTON WELLINGTON, WAIRARAPA & HOROWHENUA	GLEN BEATTIE NELSON & MARLBOROUGH
			
GRAEME OLSON BULLER & WEST COAST	KEITH BALLANTYNE CANTERBURY	PREM NATH NORTH OTAGO & MID/SOUTH CANTERBURY	NEIL MCDOWALL OTAGO & SOUTHLAND

LIFE MEMBERS

BRUCE BRODERSON QSM RUSSELL COTTAM TOM FISHER CAROLINE KELLAWAY ONZM JP JOHN TAYLOR



The Wellington Terrace Club 1856

The Papanui Club 2016





CLUBS
NEW ZEALAND INC

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