



# 2026 ANNUAL REPORT





*Clubs New Zealand are the support crew for Kiwi Clubs; providing compliance and legislation support, staff training, Government lobbying, operational support and advice.*



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# Clubs New Zealand mission, vision, values and focus



## MISSION

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

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## VISION

For Clubs New Zealand members to be recognised as go-to hospitality destinations, celebrated for their excellence in service and their vital role in fostering strong community connections.

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## FOCUS

Clubs New Zealand is committed to empowering member clubs by providing guidance, education, and resources to enhance their hospitality offerings and overall success. Our support assists clubs to thrive as community hubs and competitive hospitality destinations.

We foster community and member engagement through national sports tournaments, conferences, area meetings, and other events that celebrate and unite the club network. Our advocacy ensures that the interests of member clubs are represented at both national and local government levels, positioning clubs as vital contributors to New Zealand's social and economic fabric.

By highlighting the community and social benefits of clubs, we amplify their role in fostering connection, inclusion, and well-being. We celebrate and share the stories of clubs' contributions to their communities, solidifying their recognition as essential providers of safe, welcoming, and engaging spaces.

Clubs New Zealand champions innovation by leveraging technology to connect members and share best practices. Our strategic partnerships, focus on modernisation, and commitment to training ensure clubs are well-equipped to meet the evolving needs of members and communities alike.

Through this collective effort, Clubs New Zealand is dedicated to raising the profile of member clubs as go-to hospitality venues and community hubs, ensuring their future success.

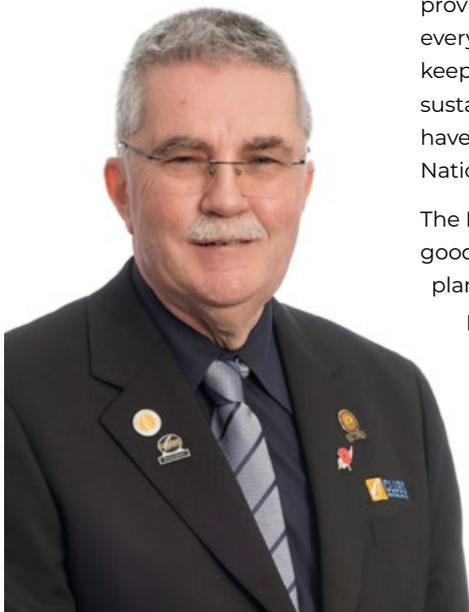
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# President's Report

Terry Ray

As another busy year comes to an end, I've been thinking about what's made it such a big one for our association and the club industry. And for me, it always comes back to our people.

Clubs have always been the backbone of our communities. They're where people come together, to play sport, to volunteer, to connect, and to lend a hand when someone needs it. Behind every club is a group of people who give their time and energy to make sure those doors stay open and those lights keep shining. Looking ahead, keeping that spirit of community alive is going to be one of our biggest challenges. Volunteer numbers are falling everywhere, and the pressure on those who remain is growing. That's why the team at Clubs New Zealand is



working closely with our clubs to make sure sustainability stays a key priority.

We're passionate about training. It's not just about ticking boxes; it's about launching careers, building confidence and equipping your people with the knowledge and skills to be the very best they can be for your club. Our club-specific training programmes are helping clubs prepare for the future, with practical training and support around governance and succession planning. It's all about giving clubs the tools they need to attract and support the people who make them tick.

Under the steady leadership of Chief Executive, Lucy Waterreus, we've continued to grow and strengthen as an association. Our team operates with the shared goal of helping clubs to succeed. Whether it's supporting responsible gambling, delivering training, or providing advocacy and advice, everything we do is aimed at keeping this industry strong and sustainable. We are blessed to have such a proactive team at National Office.

The Board has stayed focused on good governance and long-term planning, making sure we're well placed to support the next generation of clubs and communities. My thanks go to my fellow board members for a very positive year. Clubs New Zealand is in a good

financial position because of this. 2026 capitation fees will be held at \$4.50 +GST per financial member, and the discount for Clubs New Zealand Insurance members will be held at 0.30 cents per financial member.

I also want to thank our members and industry partners for their ongoing support, both financial and otherwise. We simply couldn't do what we do without you.

The year ahead will bring its share of challenges and opportunities, but I am confident that with the dedication of our team and the continued support of our members, Clubs New Zealand is in a great position to take them on. To all our members, partners and the many staff and volunteers who make our clubs what they are – thank you for everything you do.

To all the clubs I have visited in the last year, thank you for the hospitality shown to myself and my wife, Vicki. It is always a pleasure to visit a club. Big or small, the community spirit and club culture is always there.

I look forward to catching up with you at the magnificent New Plymouth Club, for the Clubs New Zealand 2026 Conference, AGM & EXPO.

A handwritten signature in blue ink, appearing to read 'Terry Ray'.

**TERRY RAY**

President  
Clubs New Zealand

# Chief Executive's Report

Lucy Waterreus

2025 was a year focused on delivering value to members, strengthening our role as an advocate and support crew for New Zealand's clubs, and continuing to modernise how we operate so that we are well positioned for the future.

Our advocacy efforts remain at the heart of what we do, and this year saw a particularly active programme of engagement with central and local government, regulators and sector partners. Clubs New Zealand made 10 formal submissions during the year, covering a wide range of issues that have direct and material impacts on member clubs.

Key advocacy work included submissions on sale and supply of alcohol reforms, Class 4 gambling, proposed changes to mutual transaction taxation, and online gambling policy. In each case, our focus has been clear: ensuring that the unique role of not-for-profit clubs is understood, that compliance expectations are proportionate and that clubs are able to continue to operate and reinvest in their communities.

Alongside written submissions, we have maintained regular contact with officials and decision-makers, ensuring that club perspectives

are not only heard but understood in practice. Advocacy is rarely straightforward and 'wins' are not always visible straight away, but the consistency and credibility of Clubs New Zealand's voice continue to strengthen.

Supporting clubs to meet their compliance obligations and creating opportunities for engagement were key features of 2025. The ClubSmart Gambling Compliance Package is a cornerstone of this support, and during the year the Clubs New Zealand team completed 125 on-site compliance checks across the country. In addition, more than 800 people participated in problem gambling awareness training across over 80 courses.

These numbers tell only part of the story. Behind them are countless conversations, practical guidance, follow-up support and relationship-building moments that help clubs operate with confidence and integrity. The willingness of clubs to engage openly and proactively in this space is a real credit to our industry and reflects a shared commitment to best practice.

Training continued to evolve more broadly, with strong uptake of Governance and Club Fundamentals Training, Management Essentials and online learning sessions.

2025 was a strong year for Clubs New Zealand events, highlighted

by the Conference, AGM and EXPO hosted at the Richmond Club in Christchurch. While I acknowledge that attending in-person events can be viewed as an unnecessary expense for many clubs in today's operating environment, feedback from attendees reinforced the importance of creating spaces where clubs can come together to share experiences, challenges and ideas with one another.

It is without a doubt these moments of connection that are the highlights of the year for me, personally. Being invited to celebrate significant club milestones and attending events – such as the Methven and Tauherenikau Race Days, alongside club managers, committees and members – are reminders that we are, at our core, in the business of hospitality. When our club community comes together, that is when we really shine.

Clubs New Zealand sports remain a vital part of the Clubs New Zealand offering. While participation trends continue to shift, we need to look at formats, registration processes and delivery to ensure these events remain relevant and accessible. The introduction of online sports registration marked a significant operational change, and while not without challenges, represents an important step forward.

A key focus during 2025 has been lifting the profile of clubs as welcoming, modern hospitality venues and significant contributors to community wellbeing. Initiatives such as Club Connect demonstrate the social impact clubs have well beyond their walls. The first National Raffle Day was a powerful way to illustrate our collective influence and showcase clubs as true community hubs. I am incredibly excited to see what the National Raffle Day can achieve in 2026.

Preparations have begun for the inaugural Clubs New Zealand Club & Community Awards, to be launched at Conference in New Plymouth. These awards are designed to celebrate excellence, volunteerism, innovation and community engagement across our network, and they reflect a broader commitment to telling the positive stories of clubs.

Over the course of this year, I have often been reminded of the phrase “it takes a village”, and this is certainly true for an association such as ours. I would like to acknowledge the Clubs New Zealand Board, led by Terry. Your interest in, and genuine passion for, the club industry is unwavering, and your guidance and support throughout the year has been invaluable.

To the Clubs New Zealand National Office team, Keith, Barry, Michelle, Leigh and Kate, my thanks are sincere and enduring.

We are truly fortunate to have a group of dedicated professionals who care deeply about clubs and work tirelessly to support a strong, thriving and engaged club sector.

I would also like to acknowledge club officers, managers and teams across the country who continue to engage with Clubs New Zealand through training, meetings and day-to-day conversations. Your willingness to share knowledge, raise issues and contribute to sector discussions strengthens not only your own clubs, but the industry as a whole.

And finally, thank you to the partners, industry supporters and those we have collaborated with throughout the year. It really does take a village.

As we look forward to 2026 and beyond, our focus remains on supporting clubs with the tools, knowledge and advocacy needed to address future challenges and opportunities, and to ensure that clubs continue to play their vital role in communities across New Zealand.



**LUCY WATERREUS**

Chief Executive  
Clubs New Zealand



# General Manager Northern Report

Barry Morrison

It is hard to believe I have been in my role a year already – the saying “time flies when you’re having fun” is apt.

I have thoroughly enjoyed traversing the North Island, primarily delivering our important gaming harm minimisation training to almost 350 staff, management and executive from Hamilton to Wellington, and all parts east to west – which is a nice segue into some of my numbers for this past year:

**57 clubs** visited for gaming harm minimisation training and/or gaming compliance audit checks.

#### **7 Governance and Club**

**Fundamentals** training sessions delivered to over 100 participants.

#### **4 Area Board Meetings attended**

in Mt Maunganui, Whāngānui, Napier and Bulls.

**5 Club Connect events** attended in a support role to Wiggy, Slade and Rolly.

#### **11 National Office Regional**

**Connect** meetings hosted.

**3 webinars** hosted with Keith.

#### **3 Management Essentials**

training courses delivered alongside the National Office team.

**Over 16,000kms** travelled around the North Island (not including flights).

**Over 50 nights** in hotel rooms, including National Conference, Australasian Gaming Expo and Club Managers Forum.

The highlights are many, but the one I was looking forward to most when I started was visiting different clubs, getting a feel for their history, their community and their people. Throughout the year, I have frequently posed this challenge: what do you want your club to be? A bastion of a bygone era or a vibrant community hub where everyone is welcome? From my experiences and observations this year, I believe clubs fall into three categories:

#### **Those who refuse to change:**

“Rules are rules and we’ve been doing it this way for ever.” These clubs are unfortunately losing ground and going backwards at a fast pace.

#### **Those who are half-hearted**

**about change:** “We want the 25+ age group to become members, but they can’t wear their caps and we don’t want kids running wild.” These clubs are stagnating with static membership (they lose as many as they attract) and they are going backwards at a slower pace.

#### **Those who have embraced**

**change:** They’ve loosened restrictions and processes, focused on food, and tried a variety of different promotions and activities to put bums on seats. These clubs are thriving, membership is growing and they are becoming financially stable and viable.

Change is not a dirty word. We should embrace our history most definitely – it is what makes clubs unique. But that history should not encumber our growth. Society has changed, and so must we. We must become adaptable, flexible and proactive in our approach to running clubs successfully in the 21st century. You are not on your own on this journey. The National Office team is always available and willing to support you in any way we can to strengthen your club and the wider clubs whānau.

On the subject of change, I am looking to improve my support to North Island clubs. The focus in 2025 was the delivery of gaming harm minimisation training. For 2026, I have drafted a travel schedule that will see me hosting training at a central venue within a region, instead of going club-to-club. This will allow more sessions, including late afternoons and evenings, and is based on feedback that so many frontline

staff have other jobs and can't attend morning sessions. Being centralised will also afford me time to offer some of our other services and programmes, and visit some of our smaller and non-gaming clubs.

I am proud to be part of the National Office team. It is a privilege to work with a dedicated and motivated group who believe so much in clubs. My sincere thanks, Lucy, for your support and guidance which has been invaluable. I have learnt so much and we are very fortunate to have you leading the organisation. Michelle, Keith, Leigh and Kate, you are all legends, and I thank you for welcoming me with your support, friendship and laughter. I was asked by a manager at the Managers Training & Development Forum in Mt Maunganui what it was like being one of the team leading the event instead of one of the 'naughty attendees'. Quite simply, this year has been the highlight of my working career!

Thanks to the Board for their support and guidance, with special mention to Terry, Dave and Royce, the area board members for my regions. They work tirelessly for all clubs, but especially so for those in their respective areas, and I appreciate their efforts. To the club management and executives I have

worked with this year, it has been a pleasure getting to know you. Thank you for welcoming me into your clubs and allowing me to engage with you all.

**He aha te mea nui o te ao – He tāngata, he tāngata, he tāngata.**

*What is the most important thing in the world? It is the people, it is the people, it is the people.*

I wish you all a successful 2026 and I look forward to getting back out around the clubs, reconnecting with familiar friends and making new connections.

Ngā mihi nui

**BARRY MORRISON**

General Manager Northern Clubs New Zealand



# General Manager Southern Report

Keith Ballantyne

2025 proved to be a year of continued struggle as the economy tightened and the public hunkered down.

2026 will be interesting. While there are positive signs of an economic upturn, it is also an election year, and people don't like uncertainty. This environment makes it even more important for clubs to seriously look at their operations and move away from the mindset of "that's the way we've always done it". I am fairly certain that phrase has been heard a hundred times at National Office (and that was just last month).

The AGM and Conference, held at Richmond Club, was well attended, and it was great to see everyone back in the land of the Super Rugby champions (x13). Alongside this, the Club Managers Group meeting at Club Mount

Maunganui proved popular. It provided a valuable opportunity for managers to network and discuss the challenges and issues arising within their own clubs. These events remain a vital part of Clubs New Zealand and an important source of information and connection for those who attend.

Change is not a dirty word; it is a necessity if organisations are to continue and grow. Under Lucy's guidance, National Office has begun to evaluate what Clubs New Zealand needs to look like going forward. With Barry and me on the road delivering training and guidance, we continue to reach out to all our member clubs, big or small. When we are in your region, seize the opportunity to engage.

You may have noticed our increased presence and engagement on social media, aimed at strengthening the profile of the club movement. Another initiative was our partnership with Craig Wiggins and the Lean on a Gate programme, which travelled around the country and connected strongly with communities as part of our Club Connect project.

My thanks to Lucy for putting up with me, and to the rest of the team at National Office. It truly is a pleasure working with people who share a passion for what we do. To my area board members in the South Island, Greater Auckland and Northland, thank you for all your assistance and companionship during my visits. I look forward to catching up with everyone in New Plymouth for the 2026 Conference & AGM.

President Terry and board members, I look forward to working with you all as we continue to make Clubs New Zealand an organisation that best serves our member clubs.

And finally, to our clubs – you are the heartbeat of the movement and the reason for our drive and passion.

*"If you always do what you always did, you will always get what you always got."* – Henry Ford.



**KEITH BALLANTYNE**

General Manager Southern  
Clubs New Zealand



# Technical Manager's Report

Leigh Williams

It was another busy year on the tech front in 2025 with many new features developed to assist our clubs with managing their business.

The Clubs New Zealand app has reached a stage where the basics are working well, and we are excited to introduce some new features in early 2026. The first of these is the ability to manage multiple club memberships within the app. Members who belong to more than one club can display all their memberships and change between them by simply swiping left or right. They can then edit their details in the app.

The advertising space on the app home screen is working well. We are expanding this to allow clubs to advertise their own events directly to their members in this space. Clubs will also be able to send direct notification messages which can be segregated by interest group. For example, you can advertise an upcoming golf tournament to your golf-adjunct members only.

Our latest initiative is called Clubsites, which offers a free website to any club. Clubsites are easy to keep updated, and integrate automatically with the Clubs New Zealand app. This means when you add a new event to your website, it is automatically sent to the app, and all of your members can readily see it. Likewise, when you add news to your website a notification is automatically sent to the phone of relevant members.

The Clubs New Zealand website has undergone a variety of upgrades this year, including improved search functionality and online sports tournament registrations. All tournament registrations are now completed online, and Clubs New Zealand facilitates the financial aspect. This has greatly improved clarity and transparency around tournament registration payments.

We have further increased our emphasis on training this year, with more online training offerings and several manager training sessions held in Wellington. We also introduced governance training for committees and an online armed robbery training course. We expanded our free webinar sessions for clubs this year. Using our upgraded camera equipment, we successfully completed webinars with multiple presenters in remote locations. These sessions have been well received, and we look forward to expanding on this in 2026.

The Salvation Army's CONCERN database system had more upgrades this year and is working well. We can make edits to logins, usernames and emails from Clubs New Zealand National Office.

The door system integration with NEC and Sharp is proceeding well, and several clubs are now up and running with this technology. This system can recognise members that are using the Clubs New Zealand

app from anywhere in the country, and it is significantly cheaper than other entry systems we have seen that don't have this ability.

System administration on the Wellington National Office system has progressed well this year. We kept our systems updated and running smoothly with no major headaches. This has resulted in substantial savings on what we were previously paying for outside assistance.

I look forward to working with Lucy and the National Office team, Terry and our Board, in what should be another exciting year in tech development.

**LEIGH WILLIAMS**

Technical Manager  
Clubs New Zealand



# Sports Report

Kate Smith

Throughout 2025, Clubs New Zealand delivered a full and varied tournament programme across both the North and South Islands, during what proved to be a particularly busy and challenging year.

A wide range of sports was represented, with events drawing strong participation from clubs nationwide. The online registration system was introduced halfway through the year. This was a significant change that required adjustment but ultimately streamlined processes and supported efficient delivery of the tournament calendar.

There have been so many fantastic tournaments this year, it's impossible to mention them all! To highlight just a few: Club Buller hosted the South Island Men's Golf Tournament, drawing an impressive 156 participants for a fun-filled weekend of competition. Meanwhile, the National Men's Golf Tournament at South Wairarapa Workingmen's Club welcomed 240 players. This event marked the club's return to tournament hosting after a significant hiatus, making the strong turnout especially rewarding. Both tournaments were very well received, with positive feedback and enjoyable experiences reported by all involved.

Another notable tournament was the North Island Euchre, held at the Taupō Cosmopolitan Club in early November. The event attracted

150 players, an increase on last year's numbers, reflecting growing interest and strong engagement in this tournament.

The new online tournament registration system is running smoothly. While still in its early stages, and with a few refinements underway, the overall rollout has been very encouraging. With only a couple of teething troubles, the most common issue was that some managers or office staff initially lacked the website login access to complete registrations. Once access was provided and guidance given, users quickly recognised how straightforward and user-friendly the system is. The feedback received so far has been very reassuring and confirms that we are heading in the right direction.

The tier structure was also introduced in 2025 and has proved to be highly effective. Feedback from participating clubs was overwhelmingly positive, with many expressing appreciation for the donation provided by Clubs New Zealand. Clubs noted that this support made a meaningful difference in their ability to host tournaments and successfully support their events.

Over recent months we have continued to closely review participation levels and performance across our scheduled sports tournaments. Some events – such as the National Mah Jong, Snooker and Billiards (Over 60s), South Island Ladies Golf and South Island Pétanque – have faced cancellation due to low entry numbers. However, it's important to recognise the ongoing efforts made to promote these tournaments and encourage participation. Although engagement in these sports has not improved as hoped, we have an opportunity to reflect, review and make informed decisions about the future of such events within the annual sports calendar. It's not all doom and gloom – many other tournaments continue to thrive, drawing strong numbers and enthusiastic participation from clubs and members nationwide, and showcasing the vitality of our sporting community.

The success of Clubs New Zealand sports would not be possible without the dedicated volunteers who generously contribute their time, skills and passion. Their unwavering support is invaluable, and they remain the backbone

of a vibrant and thriving sports community across our clubs.

Looking ahead to 2026, a full programme of sporting events is planned, alongside the revitalisation of a few tournaments. One of these is Clubs New Zealand Darts, which will be proudly hosted by the Upper Hutt Cosmopolitan Club. This new addition to the sports calendar has generated a great deal of excitement, and we are hopeful it will be well supported by members across the country. The tournament promises to be a fun and competitive event, providing another opportunity for clubs and members to come together, showcase their skills and celebrate the spirit of friendly competition.

With excitement high and collaboration strong, clubs, members and volunteers are ready to make 2026 another memorable year for Clubs New Zealand sports.



**KATE SMITH**

Sports Coordinator  
Clubs New Zealand



# 2025 Year In Review

## MEMBERSHIP



**4 New  
Member  
Clubs**

Judgeford Golf Club  
Mangere Boating Club  
Takapau & Districts RSA  
Mount Albert Bowling Club



## HIGHLIGHTS



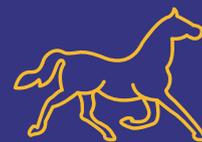
sent throughout 2025



2025 Conference,  
AGM & EXPO at the  
Richmond Club  
Christchurch



Club Managers  
Group Training and  
Development Forum  
at Club Mount  
Maunganui



Support of  
Methven Race Day  
and Tauherenikau  
Race Day



Launched online  
registrations for  
Clubs New Zealand sports

**CLUB  
CONNECT**

Launched Club Connect to  
promote health and wellbeing  
within the Club Sector



Held the first National Raffle Day  
with 51 clubs raising \$27,884.50  
for Club Connect initiatives

## SPORTS



45

Tournaments held in 2025  
with 5,276 participants

## ADVOCACY



Taxation and the not-for-profit sector  
(joint submission with Ashton Wheelans)

Mutual Transactions of Associations  
(including clubs and societies)

Taxation and the not-for-profit sector:  
Targeted consultation and detailed design

Review of New Zealand Companies Office  
Fees and Levies

Hospitality Sector Review



Sale and Supply of Alcohol (Sales on Anzac  
Day Morning, Good Friday, Easter Sunday,  
and Christmas Day) Amendment Bill



Submission in response to petition  
requesting mandatory display of alcohol  
content, serving size, and price for draught  
beer, cider and wine by the glass



Future EMS and APTs for Class 4 Gaming  
Online Casino Gambling Bill



Feedback: potential changes to club licenses

## TRAINING AND CONSULTANCY



48

people attended  
Armed Hold Up Training

249

people attended Governance and  
Club Fundamentals Training

24

people attended Management  
Essentials Training

875

people attended Problem  
Gambling Awareness Training

# Finance Report

for the year ended 31 December 2025

2025 was another strong year for Clubs New Zealand as we finish in a stable financial position with a surplus of \$130,798.

As in previous years our income is mainly derived from membership fees and insurance commissions. We are proposing to hold capitation fees this year, but we are mindful that we did lose 17 clubs in 2025, and that the insurance market can change quickly, which could require digging into reserves if this becomes a trend. This is why we are working to increase our training offering and looking at other income streams such as business partnerships.

This year we invested in our staff and our people, with Keith and Barry continuing to travel the country delivering training modules, visiting, and assisting clubs as required.

This has become a great benefit not only to our members but also to everyone at National Office as we are gaining a stronger insight into what is happening on the ground.

We have also delivered 10 submissions this year all from the office with little outsourcing. Lucy does an amazing job in this area networking with politicians and like-minded organisations to make sure the voice of clubs is heard.

Sports went through a change with the introduction of a tier structure of sport support, which has been a positive move. We also introduced our online registration system, which has successfully run 6 events and while there were technology teething issues, we are now having positive feedback on this venture and look forward to supporting all our sports this year.

2026 looks to be another exciting year with the team looking at further training opportunities, working with business partners to offer benefits for members and helping to promote and develop the club movement.

**TERRY RAY**

President  
Clubs New Zealand



## To the Members of Clubs New Zealand Incorporated

### Opinion

We have audited the accompanying Performance Report of Clubs New Zealand Incorporated on pages 20 to 34, which comprises the Entity Information, the Statement of Service Performance, the Statement of Financial Performance and Statement of Cash Flows for the year ended 31 December 2025, the Statement of Financial Position as at 31 December 2025, a Statement of Accounting Policies and Notes to the Performance Report including material accounting policy information and other explanatory information.

In our opinion, the accompanying Performance Report presents fairly, in all material respects:

- the entity information for the year ended 31 December 2025;
- the service performance for the year ended 31 December 2025, in that the service performance information is appropriate and meaningful and prepared in accordance with the entity's measurement bases or evaluation methods;
- the financial position of Clubs New Zealand Incorporated as at 31 December 2025, and its financial performance, and cash flows for the year then ended,

in accordance with the Tier 3 (NFP) Standard issued by the New Zealand Accounting Standards Board of the External Reporting Board (XRB).

### Basis for Opinion

We conducted our audit of the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)), and the audit of the Entity Information and Statement of Service Performance in accordance with New Zealand Auditing Standard 1 (Revised) 'The Audit of Service Performance Information' (NZ AS1 (Revised)). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Performance Report section of our report.

We are independent of Clubs New Zealand Incorporated in accordance with Professional and Ethical Standard 1 'International Code of Ethics for Assurance Practitioners (including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other than in our capacity as auditor we have no relationship with, or interests in, Clubs New Zealand Incorporated.

### **Other Matter**

The statement of service performance for the year ended 31 December 2024 was not audited, as the Entity prepared special purpose financial statements in that year and an audit of the statement of service performance was not required under that reporting framework.

As a result, we do not express any form of audit opinion or assurance conclusion on the comparative statement of service performance.

The statement of service performance for the year ended 31 December 2025 has been audited, and our opinion thereon is included in the Opinion section of this report.

### **Other Information**

The committee are responsible for the other information. The other information comprises the information included in the President's report, Chief Executive's Report, General Manager Northern Report, General Manager Southern Report, Technical Report, Sports Report, 2025 Year in Review, 2026 AGM Report, 2026 AGM Remits, and 2025 Board Members, but does not include the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of audit opinion or assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

## **Board's Responsibility for the Performance Report**

The Board are responsible on behalf of the entity for:

(a) the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods that present service performance information that is appropriate and meaningful in accordance with the Tier 3 (NFP) Standard;

(b) the preparation and fair presentation of the Performance Report which comprises:

- the Entity Information;
- the Statement of Service Performance; and
- the Statement of Financial Performance, Statement of Financial Position, Statement of Cash Flows, Statement of Accounting Policies and Notes to the Performance Report in accordance with the Tier 3 (NFP) Standard, and

(c) for such internal control as the Board determine is necessary to enable the preparation of a Performance Report that is free from material misstatement, whether due to fraud or error.

In preparing the Performance Report, the Board are responsible on behalf of the entity for assessing the entity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the entity or to cease operations, or have no realistic alternative but to do so.

## **Auditor's Responsibilities for the Audit of the Performance Report**

Our objectives are to obtain reasonable assurance about whether the Performance Report is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance ISAs and NZ AS1 (Revised) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the decisions of users taken on the basis of this Performance Report.

As part of an audit in accordance with ISAs (NZ) and NZ AS1 (Revised), we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Performance Report, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion.

The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Obtain an understanding of the process applied by the entity to select its elements/aspects of service performance, performance measures and/or descriptions and the measurement bases or evaluation methods.
- Evaluate whether the selection of elements/aspects of service performance, performance measures and/or descriptions and measurement bases or evaluation methods present an appropriate and meaningful assessment of the entity's service performance in accordance with the applicable financial reporting framework.
- Evaluate whether the service performance information is prepared in accordance with the entity's measurement bases or evaluation methods, in accordance with the applicable financial reporting framework.
- Conclude on the appropriateness of the use of the going concern basis of accounting by the Board and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the entity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the Performance Report or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the entity to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the Performance Report, including the disclosures, and whether the Performance Report represents the underlying transactions and events in a manner that achieves fair presentation.

We communicate with the Board regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

### **Restriction on Responsibility**

This report is made solely to the Members, as a body, in accordance with specify source of audit duty, e.g. constitution of Clubs New Zealand Incorporated . Our audit work 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.

*PKF Kendons*

PKF Kendons Audit Limited  
Lower Hutt  
13 February 2026

# Entity Information

for the year ended 31 December 2025

<b>LEGAL NAME:</b>	<b>Clubs New Zealand Incorporated</b>
<b>TYPE OF ENTITY:</b>	<b>Incorporated Society</b>
<b>REGISTRATION NUMBER:</b>	<b>218850</b>
<b>NZBN:</b>	<b>9429042791331</b>

<b>ENTITY MISSION:</b>	<b>(a) Our Mission Statement is:</b>	“The Mission of Clubs New Zealand Incorporated is to promote and safeguard the interests, rights and privileges of Member Clubs”
	<b>(b) Objectives:</b>	<ul style="list-style-type: none"> <li>i. To conduct, administer, and maintain an association of clubs with New Zealand which promotes and safeguards the interests, rights and privileges of clubs.</li> <li>ii. To promote membership of the Association to Clubs within New Zealand.</li> <li>iii. To raise interest and awareness in the value of club membership, particularly the positive physical and mental health benefits derived from social and community participation.</li> <li>iv. To promote, facilitate and encourage amateur sporting activities.</li> <li>v. To provide services and assistance including education to member clubs, their committees, management and staff which assist in the operation of club facilities for the benefit of their members and the wider community.</li> <li>vi. To make representations to and promote the club industry to Government, local authorities, and the public.</li> <li>vii. To undertake and promote research, and the publication and dissemination of material relevant to the purposes of the Association.</li> </ul>

<b>ENTITY STRUCTURE:</b>	<b>(a) Board Structure:</b>	“The regulation and government of the Association shall be vested in: (a) A Board of Management; and (b) Such other committee or committees as may be created by the Association in General Meeting.”
	<b>(b) Operational Structure:</b>	Our operations are managed by a team of six paid employees. We employ a Chief Executive, General Manager - Southern, General Manager - Northern, PA / Finance Manager, Sports Advisor and Technology Manager.

<b>VOLUNTEERS AND DONATED GOODS OR SERVICES:</b>	Clubs New Zealand does not rely on volunteer labour or donated goods & services are part of its core operations.
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<b>MAIN SOURCE OF ENTITY'S CASH AND RESOURCES:</b>	Clubs New Zealand's main income is a Annual Subscription fee set at the General meeting each year.
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<b>CONTACT DETAILS:</b>	<p><b>Physical address:</b> Level 5, ANZAC House, 181 Willis Street, Wellington</p> <p><b>Postal Address:</b> PO Box 11749, Manners Street, Wellington</p> <p><b>Phone:</b> 04 815 9007</p> <p><b>Email:</b> <a href="mailto:enquiries@clubsnz.com">enquiries@clubsnz.com</a></p> <p><b>Website:</b> <a href="http://www.clubsnz.org.nz">www.clubsnz.org.nz</a></p> <p><b>Facebook:</b> <a href="http://www.facebook.com/clubsnz">www.facebook.com/clubsnz</a></p>
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# Statement of Service Performance

for the year ended 31 December 2025

## PEOPLE AND PARTNERSHIPS

Clubs New Zealand want to provide opportunities that support our people and enhance our clubs.

### TRAINING

We compile these figures from bookings made via Humanitix.

	Audited This Year	Unaudited Last Year
Armed Hold up Training (people)	48	19
Governance and Club Fundamentals (people)	249	22
Problem Gambling Awareness Training (people)	875	963
Management Essentials Training (people)	24	25

### COMMUNICATION AND TECHNOLOGY

We compile these figures from reports from Mailchimp.

	Audited This Year	Unaudited Last Year
E-Newsletter's sent to members - weekly and update E-Newsletters	119	149
Technology Development	\$28,879	\$24,057

### ADVOCACY AND INDUSTRY REPRESENTATION

We want to strengthen advocacy and industry representation ensuring that the voice of clubs is heard.

Government Submissions are written or oral submissions made to Local of Central Government on behalf of member clubs in response to a government-led policy, legislative, or regulatory process.

	Audited This Year	Unaudited Last Year
Government Submissions	10	7
Advocacy	\$866	\$15,076

### SPORTS AND EVENTS

We want to increase engagement and profile through Clubs New Zealand Sports and Events.

	Audited This Year	Unaudited Last Year
Support to Clubs New Zealand sports tournaments	\$30,870	\$21,550
Participants in sport (Reported participants by host clubs)	5276	5411
Number of Tournaments	45	49

### MEMBERSHIP GROWTH AND ENGAGEMENT

At the end of 2024 we had 314 member clubs.

In 2025 we lost 17 clubs, but gained 4 leaving our membership at 301 Member Clubs.

### OVER THE MEDIUM TO LONG TERM, CLUBS NEW ZEALAND AIMS TO ACHIEVE THE FOLLOWING OBJECTIVES:

- Increase member participation with training programmes and services.
- Enhance strategic partnership to provide tangible opportunities and benefits for members.
- Increase opportunities for members to engage and participate in Clubs New Zealand Events.
- Develop and promote national events and initiatives such as race days, national quiz and punting competitions.
- Provide a range of digital and in person learning and networking opportunities for club management and executives.
- Leverage the club community to contribute to local and national causes, charities and events.
- Highlight and celebrate the community impact of clubs through storytelling and recognition programs, both within Clubs New Zealand and to the public.
- Increase membership.

# Statement of Financial Performance

for the year ended 31 December 2025

	Note	Actual This Year \$	Actual Last Year \$
<b>REVENUE</b>			
Donations, koha, bequests and other general fundraising activities	1	32,542	-
Membership fees and subscriptions	1	1,441,729	1,343,061
Revenue from commercial activities	1	232,023	240,378
Interest, dividends and other investment revenue	1	326,920	302,358
Other revenue	1	21,189	15,906
<b>TOTAL REVENUE</b>		<b>2,054,402</b>	<b>1,901,703</b>
<b>EXPENSES</b>			
Expenses related to fundraising	2	29,985	12,674
Employee remuneration and other related expenses	2	848,721	794,188
Expenses related to commercial activities	2	263,993	250,072
Other expenses related to service delivery	2	259,934	286,680
Other expenses	2	501,103	387,288
<b>TOTAL EXPENSES</b>		<b>1,903,735</b>	<b>1,730,902</b>
<b>Surplus/(Deficit) for the Year before Tax</b>		<b>150,667</b>	<b>170,801</b>
Tax Expense	9	19,869	21,475
<b>Surplus / (Deficit) after the year after Tax</b>		<b>130,798</b>	<b>149,326</b>

This statement is to be read in conjunction with the Notes to the Performance Report and the accompanying audit report.

# Statement of Financial Position

for the year ended 31 December 2025

	Note	Actual This Year \$	Actual Last Year \$
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash and short-term deposits	3	521,754	449,241
Debtors and prepayments	3	325,827	374,577
Inventory	3	-	1,485
Investments	3	351,416	251,012
Other current assets	3	36,609	30,532
<b>Total Current Assets</b>		<b>1,235,607</b>	<b>1,106,847</b>
<b>Non-current Assets</b>			
Debtors	5	6,410	-
Property, plant and equipment	5	321,861	419,098
<b>Total Non-current Assets</b>		<b>328,271</b>	<b>419,098</b>
<b>TOTAL ASSETS</b>		<b>1,563,877</b>	<b>1,525,944</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Creditors and accrued expenses	4	39,465	43,904
Employee costs payable	4	68,973	107,830
Deferred revenue	4	108,836	229,575
Funds held on behalf of member clubs	4	58,487	-
<b>Total Current Liabilities</b>		<b>275,762</b>	<b>381,309</b>
<b>TOTAL LIABILITIES</b>		<b>275,762</b>	<b>381,309</b>
<b>Total Assets less Total Liabilities (Net Assets)</b>		<b>1,288,116</b>	<b>1,144,635</b>
<b>Accumulated Funds</b>			
Accumulated surpluses or (deficits)	6	1,288,116	1,144,635
<b>TOTAL ACCUMULATED FUNDS</b>		<b>1,288,116</b>	<b>1,144,635</b>

This performance report has been approved by the Board, for and on behalf of Clubs New Zealand:

**TERRY RAY**  
President  
13 February 2026



**LUCY WATERREUS**  
Chief Executive Officer  
13 February 2026



This statement is to be read in conjunction with the Notes to the Financial Statements and the accompanying audit report.

# Statement of Cash Flows

for the year ended 31 December 2025

## CASH FLOWS FROM OPERATING ACTIVITIES:

	2025 \$ Audited	2024 \$ Audited
<b>Cash was received from:</b>		
Donations, koha, bequests and other general fundraising activities	32,542	-
Membership fees and subscriptions	1,313,237	1,677,239
Receipts Goods or Services	261,929	24,699
Interest Dividends and other Investment revenue	285,845	283,471
Other Revenue	20,486	7,953
Net GST	7,283	-
	<b>1,921,322</b>	<b>1,993,362</b>
<b>Cash was applied to:</b>		
Payments to suppliers and employees	(1,795,124)	(1,672,918)
Donations or grants paid	-	-
	<b>(1,795,124)</b>	<b>(1,672,918)</b>
<b>Net Cash flows to Operating Activities</b>	<b>126,198</b>	<b>320,444</b>

## CASH FLOWS TO INVESTING AND FINANCING ACTIVITIES:

### Cash Received:

Sale of Property	-	-
Sale of Investments	152,741	100,000
Funds held on behalf of members	51,673	-

### Cash was applied to:

Payments to acquire property, plant and equipment	(8,100)	(2,130)
Purchase Investments	(250,000)	(250,000)
Net Cash Flows to investing and Financing Activities:	(53,686)	(152,130)

<b>Net Decrease in Cash</b>	<b>72,512</b>	<b>168,314</b>
<b>Opening Cash</b>	<b>449,241</b>	<b>280,927</b>
<b>Closing Cash</b>	<b>521,754</b>	<b>449,241</b>

### This is represented by:

Cash and Bank Accounts	521,754	449,241
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This statement is to be read in conjunction with the Notes to the Performance Report and the accompanying audit report.

# Statement of Accounting Policies

for the year ended 31 December 2025

## STATEMENT OF ACCOUNTING POLICIES

### a Reporting Entity

Clubs New Zealand Incorporated (the "Association") is a society registered under the Incorporated Societies Act 2022.

### b Basis Of Preparation

This performance report is prepared in accordance with the XRB's Tier 3 (NFP) Standard. The entity is eligible to apply these requirements as it does not have public accountability and has total annual expenses of less than \$5,000,000. All transactions in the performance report are reported using the accrual basis of accounting. This performance report is prepared under the assumption that the entity will continue to operate for the foreseeable future.

### c Measurement Base

The accounting principles recognised as appropriate for the measurement and reporting of earnings and financial position of the Association on a historical basis are followed by the Association.

### d Particular Accounting Policies

The following is a summary of the particular accounting policies adopted by the Association in the preparation of the Performance Report.

#### (1) Goods and Services Tax

The financial statements have been prepared exclusive of Goods & Services Tax with the exception of Accounts Receivable and Accounts Payable.

#### (2) Accounts Receivable

Accounts Receivable are stated at their estimated net realisable value.

#### (3) Joint Ventures

The Association assesses its interests in other entities in accordance with Appendix D of the Tier 3 (NFP) Standard, using relevant Tier 2 PBE Standards to determine whether such interests constitute control, joint control, or significant influence. Where the Association does not have control, joint control, or significant influence, interests in other entities are not consolidated or equity accounted for. Transactions with such entities are recognised as revenue, expenses, assets, or liabilities in accordance with the Tier 3 (NFP) Standard.

#### (4) Revenue

- i) Subscriptions are recognised as earned over the 12 month period to 31 December 2025. Fee is set by the AGM held in March.
- ii) Gambling Compliance Revenue is prorated over 12 months from January to December.
- iii) Conference and AGM revenue is earned in the first quarter of the year as per our constitution requirement for our AGM to be held in March.

# Statement of Accounting Policies

for the year ended 31 December 2025

- iv) Insurance Commissions are from the share agreement with CNZI. Commission is earned on a monthly basis. Where a club is insured with Clubs New Zealand Insurance Services a discount of 0.30 per member is given at the time of subscriptions. This rate is set at the AGM.
- v) Interest Income is recognised using the effective interest rate method.
- vi) Community Initiative revenue is generated via donations from our website and our national raffle held in September.
- vii) Other Income is generated from business partnership agreements, members training courses, and national events.

## **(5) Bank Deposits**

Bank Deposits are stated at cost.

## **(6) Bank Investments**

All investments are held at current market value. The association holds one investment that cannot be withdrawn without full board approval as a security for Current Liabilities.

## **(7) Income Tax**

Income tax is calculated using the taxes payable method.

## **(8) Other Current Liabilities**

Other current liabilities consist of - Employee entitlement, Funds held on behalf of and income in advance.

## **(9) Property, Plant and Equipment and Intangibles**

Items of property, plant & equipment and intangibles are measured at cost less accumulated depreciation and impairment losses. Depreciation is charged on a diminishing value basis over the useful life of the assets except for buildings. Buildings are depreciated on a straight line basis.

Depreciation is charged at the following rates:

- Buildings: 2% straight-line basis
- Other: 8% to 67% diminishing value
- Intangibles: Useful life method using 10 years SL.

## **e Changes in Accounting Policies**

The association has changed from Special purpose to Tier 3(NFP) as required under the Incorporated Societies Act 2022.

# Notes to the Financial Performance

for the year ended 31 December 2025

## 1. ANALYSIS OF REVENUE

Revenue Item	Analysis	2025 \$	2024 \$
<b>Donations, koha, bequests and other general fundraising activities</b>	Community Initiative	32,542	-
	<b>Total</b>	<b>32,542</b>	<b>-</b>
<b>Membership fees and subscriptions</b>	Gambling Compliance Package	176,000	106,835
	Subscriptions	1,265,729	1,236,226
	<b>Total</b>	<b>1,441,729</b>	<b>1,343,061</b>
<b>Revenue from commercial activities</b>	Conference & AGM Income	185,934	206,007
	Business Partner Income	12,169	27,647
	National Events Income	9,994	-
	Sports Online Administration	328	-
	Technology development income	3,677	522
	Training Courses Income	19,921	6,202
	<b>Total</b>	<b>232,023</b>	<b>240,378</b>
<b>Interest, dividends and other investment revenue</b>	Clubs New Zealand Insurance Discount	(61,682)	(49,957)
	Insurance Commissions	374,429	334,766
	Interest Income	14,172	17,548
	<b>Total</b>	<b>326,920</b>	<b>302,358</b>
<b>Other revenue</b>	Provision for Doubtful debt	-	-
	Bad debts recovered	-	6,953
	Insurance Claim Payment	20,300	-
	Sundry Income	889	8,953
	<b>Total</b>	<b>21,189</b>	<b>15,906</b>

# Notes to the Financial Performance

for the year ended 31 December 2025

## 2. ANALYSIS OF EXPENSES

Expense Item	Analysis	2025 \$	2024 \$
<b>Expenses related to public fundraising</b>	Advertising & Publicity	29,985	12,674
	<b>Total</b>	<b>29,985</b>	<b>12,674</b>
<b>Employee remuneration and other related expenses</b>	Board Honoraria	46,265	41,719
	FBT	4,550	3,307
	Staff Remuneration	797,907	749,162
	<b>Total</b>	<b>848,721</b>	<b>794,188</b>
<b>Expenses related to commercial activities</b>	Clubs community charities	40,075	-
	Clubs Advisory	866	9,576
	Conference & AGM Expenses	141,628	189,481
	Marketing and Promotion	21,516	29,465
	National Events Expenses	29,038	-
	Sports Promotions	30,870	21,550
<b>Total</b>	<b>263,993</b>	<b>250,072</b>	
<b>Other expenses related to service delivery</b>	Clubs Advisory	-	5,500
	Clubs NZ Members Training	8,549	9,201
	GOVT Submissions	1,800	-
	Conference & AGM Expenses	24,930	22,619
	Staff Expenses	88,596	100,839
	Board Expenses	82,479	90,063
	Gambling Compliance Expenses	51,917	58,459
	Sports Representation	1,663	-
<b>Total</b>	<b>259,934</b>	<b>286,680</b>	
<b>Other expenses</b>	Accounting and Advisory	5,500	-
	Administration and overhead costs	214,644	165,803
	Audit Services	15,500	15,000
	Bad Debts	14,904	43,304
	Bank Fees	759	1,027
	Clubs Australia Subscription	9,438	2,928
	ClubSmart Expenses	-	1,726
	Depreciation	92,342	37,621
	Lease and rental expense	53,244	62,836
	Loss Due to Fraud	22,800	-
	Merchant Fees	377	198
	Provision for doubtful debts	25,513	-
	Publications & Subscriptions	4,381	6,216
	Small Asset Purchases	1,505	896
	Vehicle Costs	40,196	49,730
	<b>Total</b>	<b>501,103</b>	<b>387,286</b>

# Notes to Performance Report

for the year ended 31 December 2025

## 3. ANALYSIS OF ASSETS

Asset Item	Analysis	2025 \$	2024 \$
<b>Bank accounts and cash</b>	Westpac Merchant Account	556	7,736
	Westpac Call Account	355,260	361,505
	Westpac Cheque Account	80,000	80,000
	Westpac Donation Account	34,787	-
	Westpac Sport Account	51,151	-
	<b>Total</b>	<b>521,754</b>	<b>449,241</b>
<b>Current Assets</b>	Westpac Investment Account	351,416	251,012
	<b>Total</b>	<b>351,416</b>	<b>251,012</b>
<b>Debtors and prepayments</b>	Accounts Receivable	375,787	391,165
	Less Provision for Doubtful Debts	(79,348)	(53,836)
	Prepayments	29,389	37,248
	<b>Total</b>	<b>325,827</b>	<b>374,577</b>
<b>Inventory</b>	Merchandise Held	-	1,485
	<b>Total</b>	<b>-</b>	<b>1,485</b>
<b>Other current assets</b>	GST	14,524	22,062
	Investment in Clubs Insurance	5,517	5,518
	Funds held by a third party	16,909	-
	Other assets	-	1,104
	Income Tax	(342)	1,848
	<b>Total</b>	<b>36,609</b>	<b>30,532</b>
<b>Non-Current assets</b>	Accounts Receivable	6,410	-
	<b>Total</b>	<b>6,410</b>	<b>-</b>

# Notes to Performance Report

for the year ended 31 December 2025

## 4. ANALYSIS OF LIABILITIES

Liabilities Item	Analysis	2025 \$	2024 \$
<b>Creditors and accrued expenses</b>	Accounts Payable	13,705	15,450
	Accrued Expenses	15,500	15,000
	Company Credit Cards	10,260	13,454
	<b>Total</b>	<b>39,465</b>	<b>43,904</b>
<b>Employee costs payable</b>	Holiday Pay Accrual	46,922	92,065
	Salary Accrual	22,051	15,765
	<b>Total</b>	<b>68,973</b>	<b>107,830</b>
<b>Income in Advance</b>	Advance AGM/Conference Registrations	62,286	18,093
	Advance Subscriptions	2,063	682
	Gambling Compliance Package	44,487	210,800
	<b>Total</b>	<b>108,836</b>	<b>229,575</b>
<b>Funds held on behalf of member clubs</b>	Sport Online Bookings	58,487	-
	<b>Total</b>	<b>58,487</b>	-

# Notes to Performance Report

for the year ended 31 December 2025

## 5. PROPERTY, PLANT & EQUIPMENT AND INTANGIBLES

	Opening carrying amount	Purchases	Sales/ Disposal	Current year depreciation and impairment	Closing carrying amount
	\$	\$	\$	\$	\$
<b>As at 31/12/25</b>					
<b>Property Plant &amp; Equipment</b>					
Building	197,083	-	-	5,000	192,083
Other	66,132	8,100	(5,638)	9,200	59,394
	<b>415,505</b>	<b>8,100</b>	<b>(8,555)</b>	<b>93,189</b>	<b>321,861</b>
<b>Intangibles</b>					
Client Relationship Management Surface	134,185	-	-	74,436	59,749
ClubPOS - Point of Sale	18,105	-	(2,917)	4,553	10,636
	<b>415,505</b>	<b>8,100</b>	<b>(8,555)</b>	<b>93,189</b>	<b>321,861</b>
<b>As at 31/12/24</b>					
<b>Property Plant &amp; Equipment</b>					
Building	202,083	-	-	5,000	197,083
Other	74,257	2,130	-	10,255	66,132
	<b>415,008</b>	<b>2,130</b>	<b>-</b>	<b>37,633</b>	<b>415,505</b>
<b>Intangibles</b>					
Client Relationship Management Surface	149,094	-	-	14,909	134,185
ClubPOS - Point of Sale	25,574	-	-	7,469	18,105
	<b>415,008</b>	<b>2,130</b>	<b>-</b>	<b>37,633</b>	<b>415,505</b>

# Notes to Performance Report

for the year ended 31 December 2025

## 6. ACCUMULATED FUNDS

<b>This Year</b>		
<b>Description</b>	<b>Accumulated Surpluses or Deficits</b>	<b>Total</b>
<b>Opening Balance</b>	1,144,635	1,144,635
Clean up of Fixed Assets	12,683	-
Surplus/(Deficit)	130,798	130,798
<b>Closing Balance</b>	<b>1,288,116</b>	<b>1,275,433</b>

<b>Last Year</b>		
<b>Description</b>	<b>Accumulated Surpluses or Deficits</b>	<b>Total</b>
<b>Opening Balance</b>	995,309	995,309
Surplus/(Deficit)	149,326	149,326
<b>Closing Balance</b>	<b>1,144,635</b>	<b>1,144,635</b>

Accumulated surpluses are held as operating reserves to support the ongoing operations and financial stability of Clubs New Zealand. The reserves provide a buffer against unforeseen costs and revenue variability and may be used to fund future operational or strategic activities. There is no specific timeframe for their use.

## 7. COMMITMENTS & CONTINGENCIES

The Association had the following commitments during the year.

The Association had no contingencies at 31 December 2025 (2024 - nil).

<b>Lease Commitments</b>	<b>Explanation and Timing</b>	<b>2025 \$</b>	<b>2024 \$</b>
Computer Equipment - OPP-0019764	36 month lease at \$73.91 per month expiring on 27 February 2027	1,035	1,439
Computer Equipment - A381884P	36 month lease at \$94.71 per month expiring on 7 May 2026	379	1,239
Computer Equipment - 3309758	36 month lease at \$308.84 per month expiring on 27 February 2028	8,030	-
Computer Equipment - 3343965	36 month lease at \$185.73 per month expiring on 1 April 2028	5,015	-
Photocopier	48 month lease at \$651 per month expiring on 9 July 2028	19,531	27,343
Vehicles (Nissan) RBL342	36 month lease at \$1,161 per month expiring on 2 February 2028	31,250	9,234
Vehicles (Mitsubishi) PZS290	36 month lease at \$1,307 per month expiring on 11 July 2026	7,842	23,526
Vehicles (Nissan) RFB910	36 month lease at \$1,255 per month expiring on 1 June 2028	36,395	-
Vehicles (Nissan) PXB313	36 months at \$1,932 per month. Finished	-	-
<b>Total</b>		<b>109,477</b>	<b>62,781</b>

# Notes to Performance Report

for the year ended 31 December 2025

## 8. NATURE OF BUSINESS

The principle objectives of the Association are to advance the interests of and provide services to member clubs.

## 9. TAXATION

The Association is liable for income tax on earnings outside its membership activities.

	2025 \$ Audited	2024 \$ Audited
Profit for year before Tax	155,540	170,801
Add back: surplus from member activities	(84,581)	(87,049)
<b>Taxable Profit from non-member activities</b>	<b>70,959</b>	<b>83,752</b>
Tax at 28%	19,869	23,451
Adjustment to prior years	-	(1,976)
<b>Tax Expense</b>	<b>19,869</b>	<b>21,475</b>

## 10. CLUBS INSURANCE LIMITED

The Association holds a 50% share in Clubs New Zealand Insurance Services Limited, a company formed to facilitate the distribution of insurance commission. As at the 31 December 2025, there is an outstanding balance of \$217,448 from this distribution. During the year the Clubs Insurance Limited distributed \$338,005 (2024: \$334,766) to the Association. There are no significant profits or equity retained in Clubs Insurance Limited, and hence there is no equity investment balance reflected on Statement of Financial Position of the Association.

## 11. RELATED PARTY TRANSACTIONS

Related party transactions arise when an entity or person(s) has the ability to significantly influence the financial and operational policies of the club.

The Board and Management specifically disclose the following transactions during the year:

### Compensation of Related Parties

Remuneration payment to the Board and other members of related parties personnel during the year were as follows:

	2025 #	2024 #
Number of individuals separately remunerated	10	10
	\$	\$
Board Honoraria and Gross Salaries Paid	305,350	249,332

All related party transactions occurred on normal commercial terms.

# Notes to Performance Report

for the year ended 31 December 2025

## **12. EVENTS AFTER THE BALANCE DATE**

There were no events that have occurred after the balance date that would have a material impact on the Performance Report. (2024: Nil).

## **13. ABILITY TO CONTINUE OPERATING**

Due to reserves held, Clubs New Zealand continues to believe that it will continue to operate as a going concern for the foreseeable future.



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- Market leading coverage that is flexible for all clubs requirements
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- Personalised service from people that understand your needs
- The security of one of New Zealand's leading insurers

**Coverage includes:**

- Material Damage - for buildings, plant and stock
- Cashflow - protection of your trading income
- Machinery Breakdown
- Motor Vehicle
- Public Liability
- Association Liability
- Statutory Liability
- Employers Liability
- Fidelity - Employee Theft
- Liability Consequential Loss

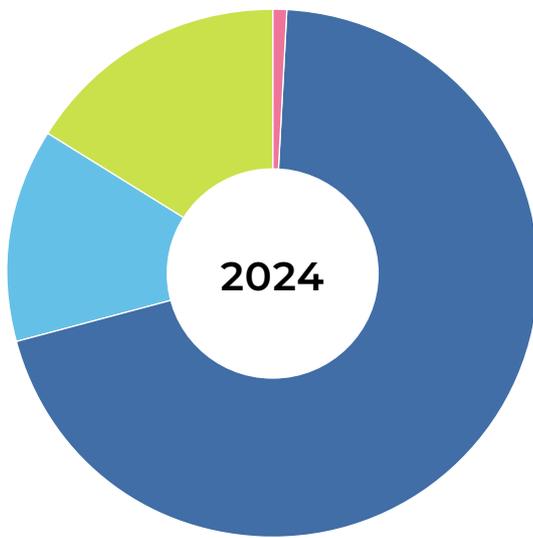
Call **0800 081 443**



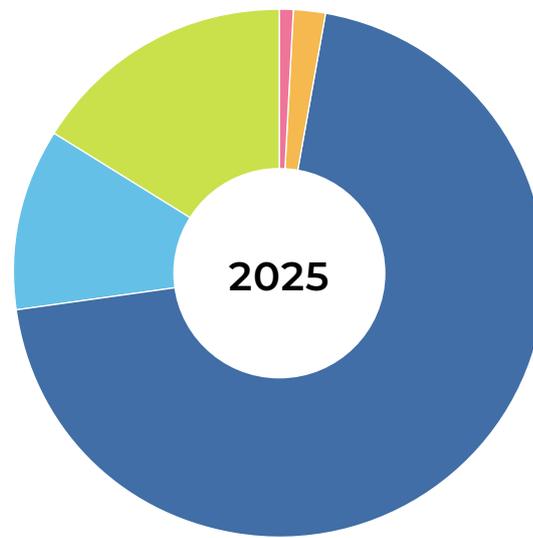
# Income and Expenditure

for the year ended 31 December 2025

## REVENUE



- 70%** Membership fees and subscriptions
- 13%** Revenue from commercial activities
- 16%** Interest, dividends and other investment revenue
- 1%** Other revenue

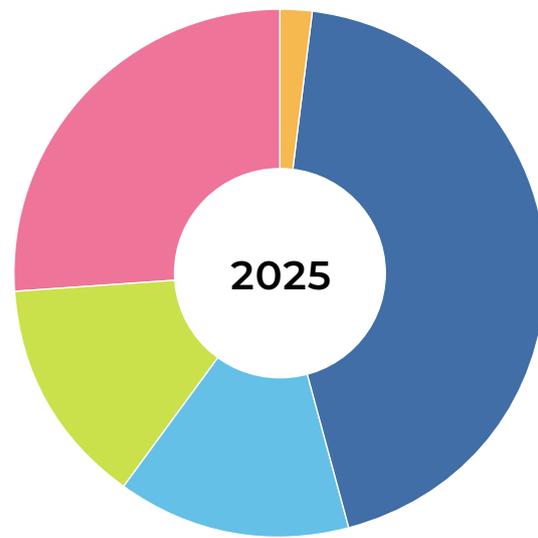
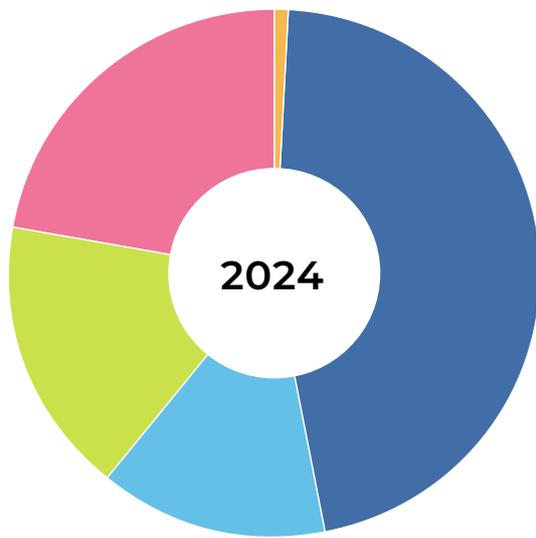


- 70%** Membership fees and subscriptions
- 11%** Revenue from commercial activities
- 16%** Interest, dividends and other investment revenue
- 1%** Other revenue
- 2%** Donations, koha, bequests and other general fundraising activities

# Income and Expenditure

for the year ended 31 December 2025

## EXPENSES



- 46%** Employee remuneration and other related expenses
- 14%** Expenses related to commercial activities
- 17%** Other expenses related to service delivery
- 22%** Other expenses
- 1%** Expenses related to fundraising

- 44%** Employee remuneration and other related expenses
- 14%** Expenses related to commercial activities
- 14%** Other expenses related to service delivery
- 26%** Other expenses
- 2%** Expenses related to fundraising

# 2026 AGM Agenda

## ANNUAL GENERAL MEETING AGENDA

Saturday 28 March 2026, New Plymouth Club, New Plymouth.

1. Welcome and Apologies
2. Confirmation of the minutes of the AGM held Sunday, 23rd March 2025
3. Matters arising from the 2025 AGM Minutes
4. Presidents Report – Terry Ray
5. Chief Executive Report – Lucy Waterreus
6. 2025 Financial Report
  - Confirmation Auditor for 2026
  - Confirmation of capitation fees for 2026
7. Future Conference, AGM & EXPO update
8. General Business

***Please note the next Conference and AGM will hosted by the Upper Hutt Cosmopolitan Club - dates to be advised.***

### **AGM Closure**

# 2026 AGM Remits

At the Clubs New Zealand 2026 Annual General Meeting, to be held on Saturday 28th March, member clubs through their delegates present at the meeting will be asked to consider, and if thought fit, pass the remit set out below.

## BOARD REMIT

### REMIT 1: ANNUAL GENERAL MEETING

#### That Rule 21.1 of the Clubs New Zealand Constitution

21.1. An Annual General Meeting of the Association shall be held by 31 March each Year in Wellington, or such other place decided by the Board, for the purpose of:

#### Be replaced by:

21.1. An Annual General Meeting of the Association shall be held within six (6) months of the Association's balance date, in Wellington or such other place decided by the Board, for the purpose of:

---

### Background/Rationale

This change will align the Clubs New Zealand constitution with the Incorporated Societies Act 2022, which requires societies to hold their AGM within six months of their balance date. Moving away from a fixed 31 March deadline provides greater flexibility to manage audit timeframes and avoid clashes with other major events. This ensures the AGM can be scheduled at a time that best supports compliance and participation from members and supporters.

# 2025 Board Members



**TERRY RAY**

*President*

- South Waikato
- Bay of Plenty
- Waikato
- Thames Valley
- King Country



**DAVID DALTON**

*Deputy Chair*

- Greater Wellington
- Hawke's Bay
- Poverty Bay



**DAVE TILLEY**

- Northland



**MIKE CASSIDY**

- Greater Auckland



**ROYCE TUNBRIDGE**

- Wanganui
- Taranaki
- Manawatu



**GRAEME OLSON**

- Nelson
- Marlborough
- Buller
- West Coast



**MAURICE NUTIRA**

- Canterbury
- North Otago



**NEIL MCDOWALL**

- Otago
- Southland

## 2025 LIFE MEMBERS

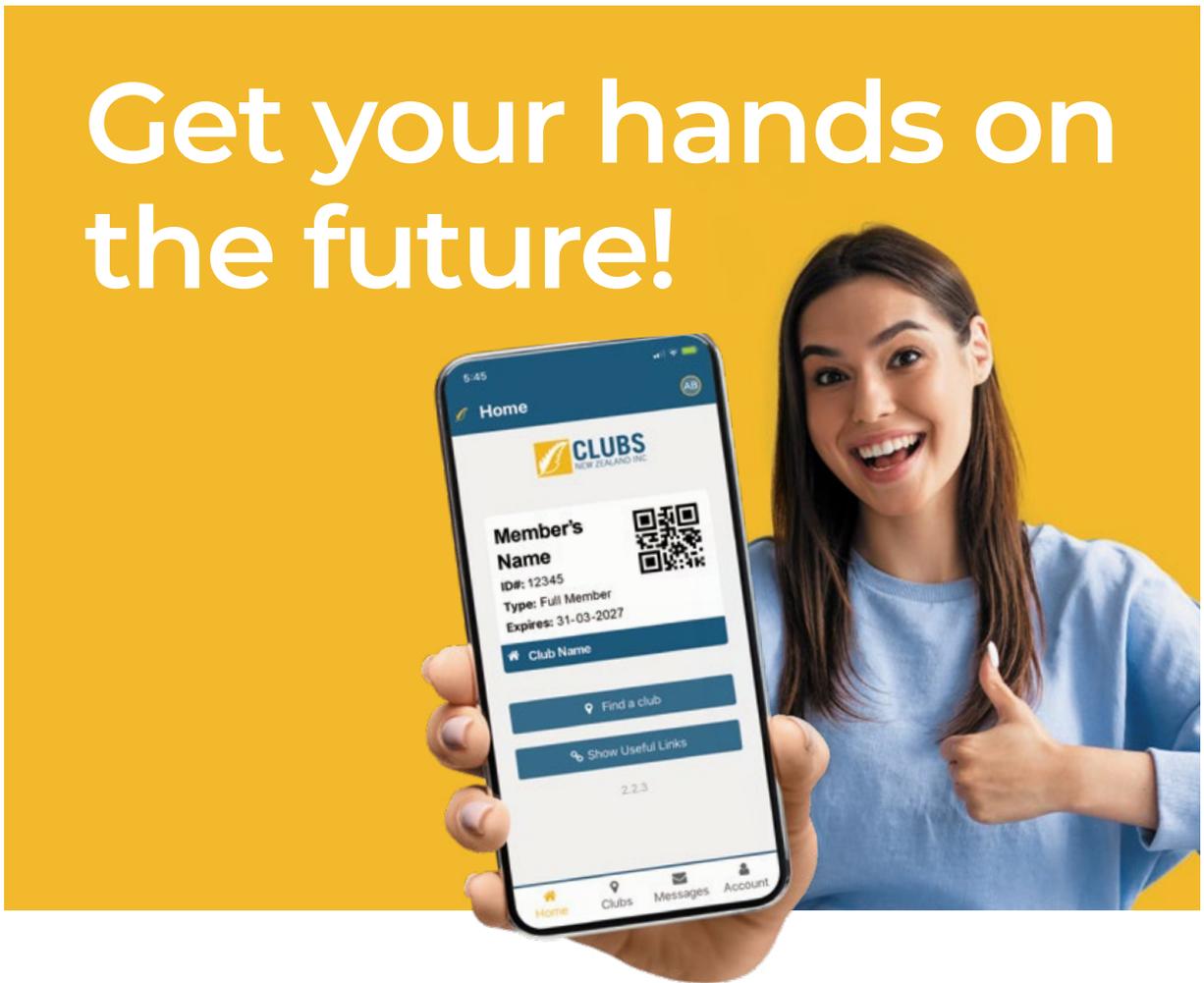
**RUSSELL COTTAM**

**TOM FISHER** *(deceased)*

**CAROLINE KELLAWAY** *ONZM, JP*

**JOHN TAYLOR**

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