



**CLUBS**  
NEW ZEALAND INC

**NATIONAL CENSUS REPORT**



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# INTRODUCTION

## Overview

The chartered club industry in New Zealand is broad and diverse. Clubs New Zealand has a membership of 311 clubs spread across the country. Chartered clubs offer a variety of services to their 300,000+ members and their local communities, including entertainment, food, sport, hospitality and gaming.

Chartered clubs make an active contribution to local communities through direct and indirect forms of support. This includes provision of facilities, the sponsorship of non-professional sporting teams and volunteers, and through the financial and non-financial support of local health and education initiatives.

Covid-19 has had a major impact on the club industry, this on top of a series of risks and challenges born from legislative and regulatory changes may impact the long term financial viability and sustainability of some club types.

## Objectives

The census was undertaken in order to provide a snapshot of New Zealand's club sector. The aim is to present invaluable information to key industry stakeholders about the important role that clubs play in both their local communities and at a national level.

## Methodology

The Clubs New Zealand 2021 National Census was conducted from the 15th September 2021 through to 3rd December 2021.

The census document was distributed directly to Club Primary emails as an editable PDF attachment.

The census asked 58 questions covering 13 parts.

A total of 167 responses to the survey were received, however respondents were not required to provide an answer to all questions.

# LIMITATIONS

The 2021 census involved collating a significant number of completed surveys from a diverse range to Clubs New Zealand members clubs. The clubs were varied, with:

- differing capacity to complete the survey; and
- differing data collection and recording system used to present the information requested in the census

In addition, the development of the population-level estimates required the application of statistical techniques to extrapolate the survey responses. As a result the analysis is subject to a number of limitations.

Key limitations:

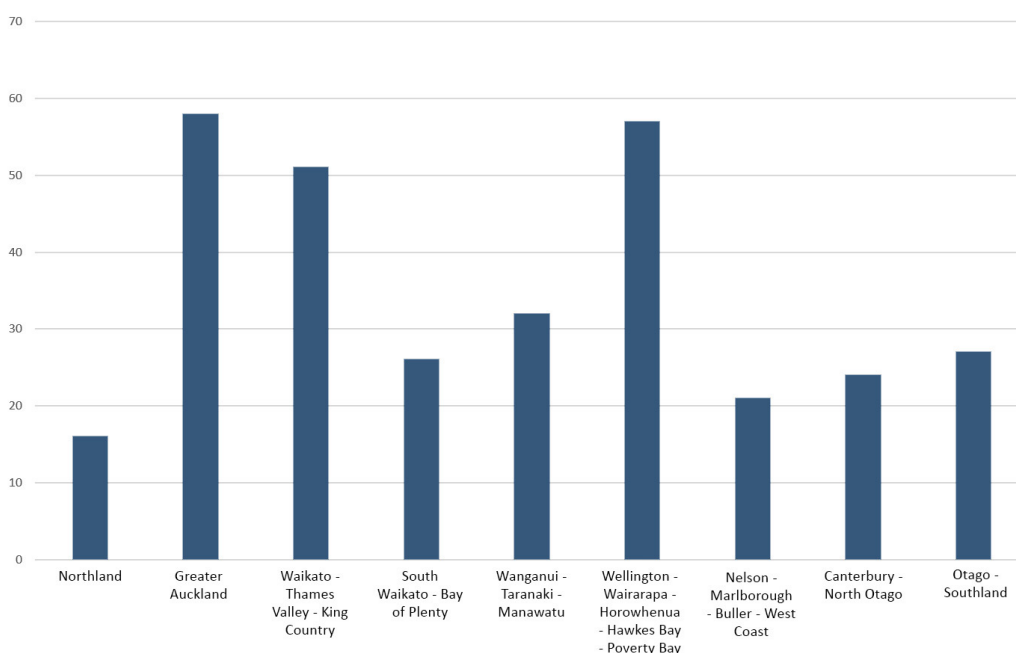
- the accuracy of statistical estimates.
- the quality of responses.
- the presence of outliers.
- the presence of internal inconsistencies.
- the use of extrapolation methods to develop population estimates.
- the use of the Clubs New Zealand Database for reference material.

# CLUBS NEW ZEALAND 2021 NATIONAL CENSUS RESULTS

## Introduction

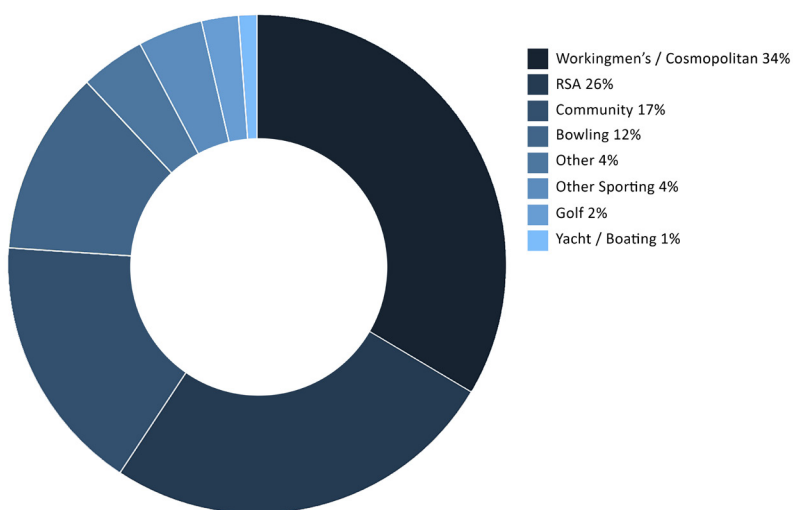
Clubs New Zealand has a membership of 311 individual clubs operating across 9 regions in New Zealand. The size of the industry in each region varies, from 58 in Greater Auckland to 16 in Northland. These individual clubs provide services to over 300,000+ members and the broader community.

**NUMBER OF CLUBS NEW ZEALAND MEMBER CLUBS BY REGION**



Individual clubs vary widely by size, scope and function. Broadly speaking the club industry is made up of the following club types.

**CLUB TYPES**





## MEMBERS

Clubs are home to a diverse demographic from 12-year-old up and coming sports stars to the life loving young at heart.

# 292,782

New Zealander's are members of a club.



**64%** of club members are male, while **36%** are female. At an individual club level the percentage of male and female members varies dramatically. The first club to amend its constitution to accept women as members was The Canterbury University Club, this change only came about 57 years ago.

### MEMBERSHIP SPREAD

The smallest club has **29** members, the largest has **8,552**.

The median membership size is **430** members. In comparison the average membership is **893**.

### THROUGH THE GENERATIONS

Percentage of Members:

- Under 18 **2%**
- Aged 18 - 40 **15%**
- Aged 41 - 65 **39%**
- Aged 65+ **45%**



# FACILITIES

Club's are far more than bars, they provide the means for business meetings, family outings, coffee catch ups, honing sporting skills or simply a catch up with mates. Clubs are about bringing people together and the wide range of facilities allow that to happen.

	% of Clubs with this facility	% of Clubs without this facility	Average charge per visit
Meeting Room / Conference Facility	63%	37%	Between \$0.00 - \$400.00
Memorial Area	21%	79%	This facility is offered for free
Children's Play Area	20%	80%	This facility is offered for free
Entertainment / Function Venue	63%	37%	Between \$0.00 - \$450.00
Library	30%	70%	This facility is offered for free
On-site Accommodation	2%	98%	Variable cost
Off-site Accommodation	2%	98%	Variable cost
Bar(s)	91%	9%	No cost per visit*
Bistro / Restaurant	69%	31%	No cost per visit*
Café	9%	91%	No cost per visit*
Courtesy Bus	45%	55%	Between \$0.00 - \$5.00

*\*The cost of Food and Drink is additional with prices advertised within each club*

## Other Facilities

Other facilities include subsidies taxi services, camper-van parking and welfare offices.



# SPORTING AND RECREATIONAL FACILITIES

Clubs New Zealand administers more than **50** national and regional sports tournaments per year that are hosted by our member clubs. Each year more than **8,000** members participate with thousands more competing in interclub tournaments. In addition to sports tournaments, sporting and social adjuncts provide opportunities for members to join together with others, who share common interests, forging a strong sense of comradery and fun.

	% of Clubs with this facility	% of Clubs without this facility	Average charge per visit
Bowling Green	27%	73%	Between \$0.00 - \$20.00
Gym / Fitness Centre	1%	99%	Between \$0.00 and \$400.00 p/a
Sporting field(s)	2%	98%	This facility is offered for free
Golf Course	3%	97%	Between \$0.00 - \$650.00 p/a
Tennis Court(s)	1%	99%	This facility is offered for free
Squash Court(s)	1%	99%	This facility is offered for free
Billiard Tables	54%	46%	Between \$0.00 - \$2.00
Pool / 8 Ball Table(s)	77%	23%	Between \$0.00 - \$2.00
Dart Board(s)	82%	18%	Between \$0.00 - \$5.00

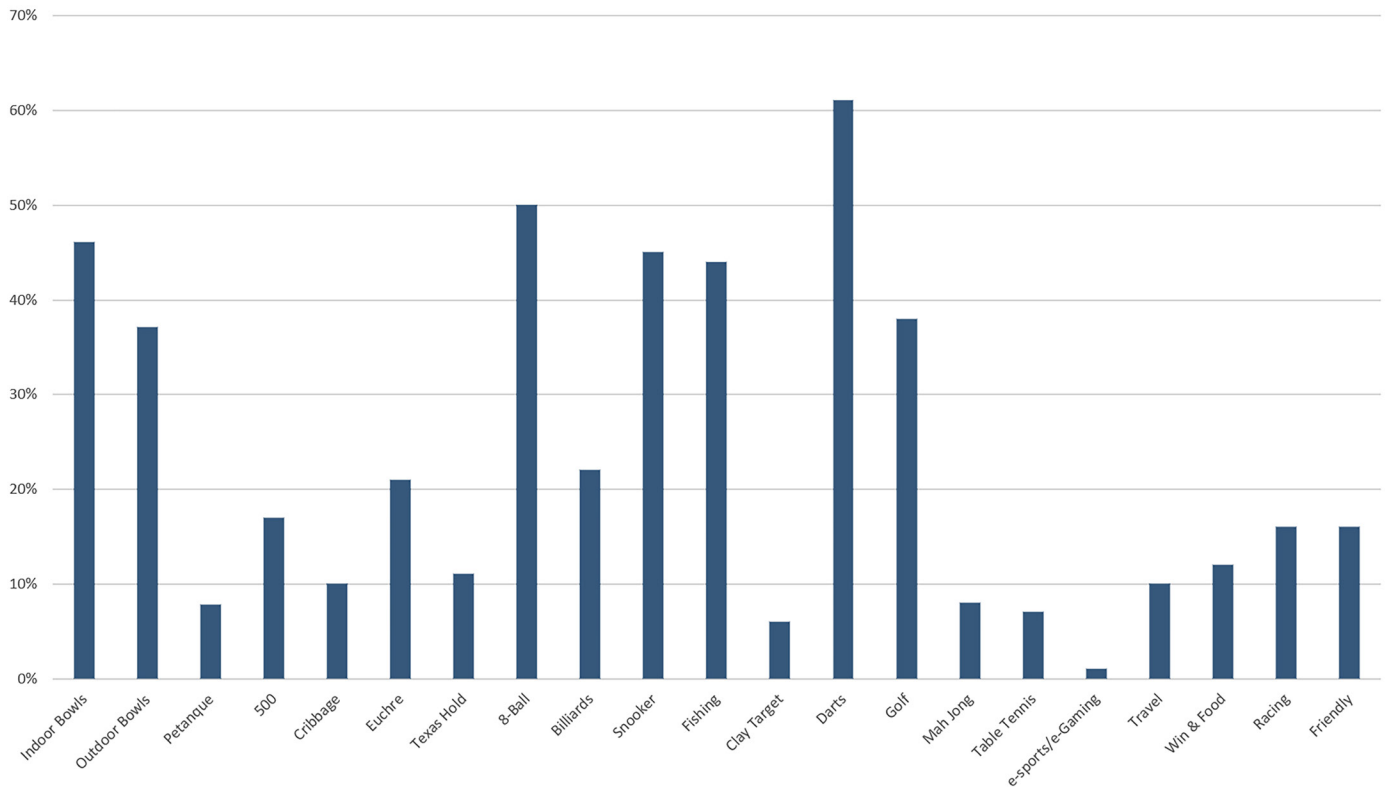
## Other Sporting and Recreational Facilities

Other sporting and recreational facilities include indoor bowling greens, table tennis, petanque, chess, cards tables, croquet, bocce court and disc golf.

# ADJUNCTS AND SUB-CLUBS

To help facilitate the sporting and recreational activities of the club, members often form adjuncts or sub-clubs. These range from the most popular Darts adjunct through to new and upcoming interests such as e-sports or gaming.

**% OF CLUBS WITH VARIOUS ADJUNCTS**



## Other Adjuncts and Sub-Clubs include

Bingo, Housie, Computer Technology, Crochet, Knitting, Quilting, Dance and Line Dancing, Gardening, Leisure, Social, Seniors, Welfare, Theatre & Events, Ladies/Women, Cricket, Rugby, Motor-sports - if there are a group of people within a club that share an interest, there is likely to be a sub-club for it.



## EMPLOYMENT

Clubs provide employment to approximately **2,986** people.

It is estimated that the collective salary and wage bill per annum for clubs is in excess of:

# \$83,163,871

Of the 2,986 employees, **43%** are Full-Time, **44%** are Part-Time and **12%** are Casuals.

**46%** of clubs reported that they provide vocational training for employees.

The below table shows the percentage of clubs that contract the functions listed

Cleaning	36%
Catering	28%
Security	31%
Cash Handling	10%
Maintenance	32%
Information Technology	20%
Management	4%
Does not employ Contractors	40%

**58%** of clubs reported that they employ a paid CEO, General Manager or Secretary/Manager

Within the next 12 months, the percentage of clubs expecting to initiate redundancies, increase employment or keep it about the same are:

Initiate Redundancies	1%
Increase Employment	8%
Keep Staffing levels about the same	81%

16 respondents (10%) indicated that an employee or past employee has raised a personal grievance against the club during the last 12 months.



## GOVERNANCE

Clubs are unique in that they are governed by a group of officers or executive that are elected from within the clubs membership, by the clubs membership.

Club officers come from a wide variety of backgrounds, bringing skills and knowledge from varying professions and experiences.

Being a club officer is a voluntary position, with only a small number of clubs paying officers an honorarium.

Clubs are governed by Approx. **2,799** officers.

The average committee has 9 officers. The largest committee has 26 officers and the smallest has 4.

Only **32%** of clubs have a formal induction process for new officers.

Of those that completed the census only **14%** of current executive had completed a Clubs New Zealand ClubSmart course.

Where a clubs current executive has not completed a Clubs New Zealand ClubSmart course, **39%** indicated that they do not require training, **7%** had completed other governance training, **22%** had not had the time and **32%** selected “other” and indicated that they did not know about the ClubSmart course.

### Planning for the future

Clubs were asked whether they had a strategic plan, a succession plan for the committee and senior management and an annual learning and development budget. The following percentage of clubs indicated that they had these in place:

Strategic Plan	48%
A succession plan for the committee	28%
A succession plan for senior management	18%
An annual learning and development budget	19%

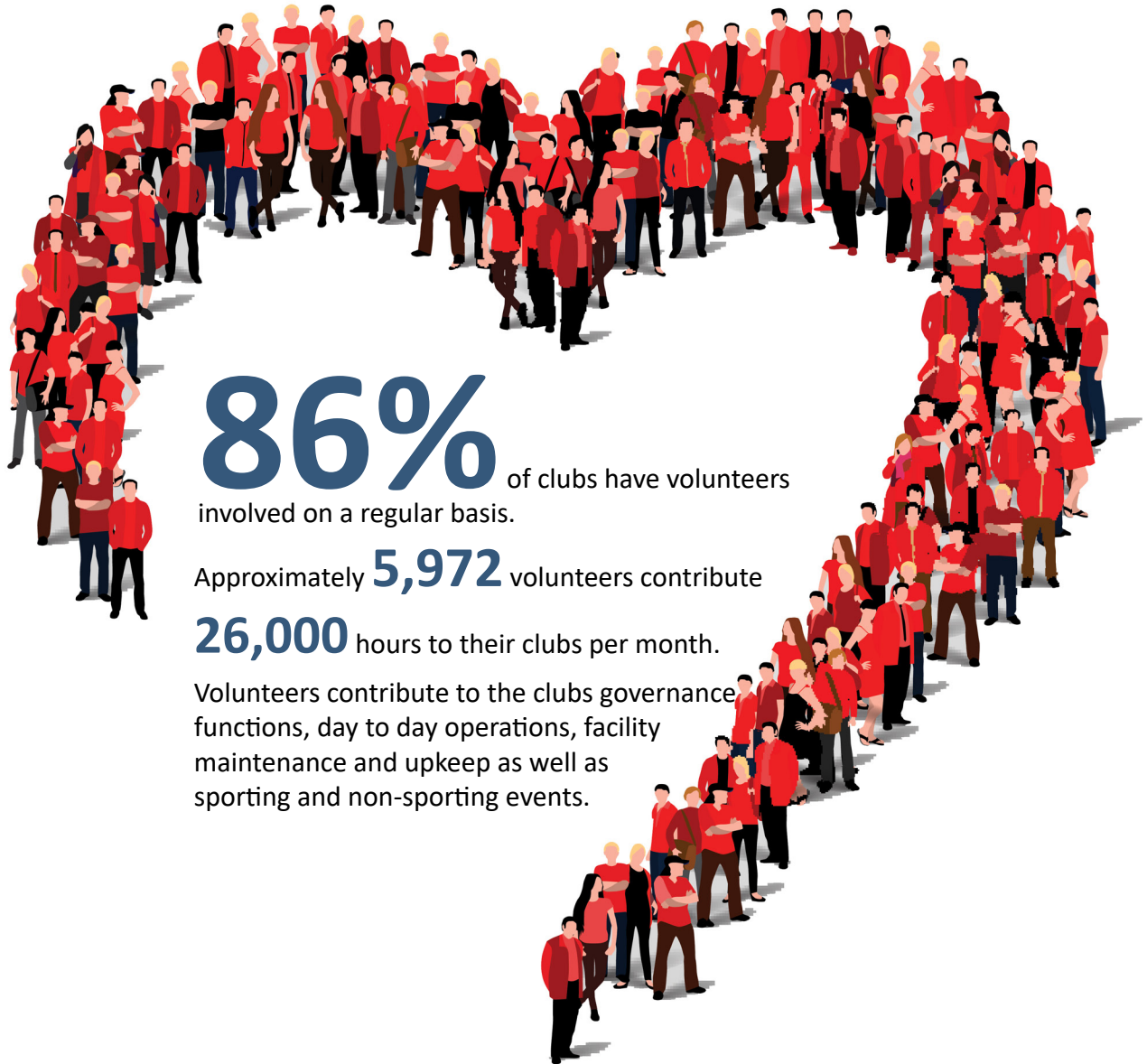
**39%** of clubs do not have any of these tools in place. Of that **39%: 42%** believe that they do not require training.

# VOLUNTEERS

Despite having a workforce of close to 3,000 employees, clubs run on volunteer power.

The network of volunteers are extremely valuable and deserving of considerable praise and recognition in the club industry. Without their efforts clubs would not be able to deliver the range of services, facilities, sports and events that are offered to members and the wider community.

Volunteers are becoming harder to find and this will be a key challenge for clubs in the near future.



# GAMING AND TAB

**164** Clubs New Zealand member clubs (**53%**) operate Class 4 Gaming Machines.

It is estimated that clubs operating Class 4 Gaming Machines generated approximately

# \$81,000,000

in gaming machine revenue over the last financial year.

## Machine Numbers

Clubs operate approximately 2,300 class 4 gaming machines. That total is made up of machines from the manufacturers listed in the table below:

IGT	67%
Aristocrat	19%
Konami	7%
Ainsworth	3%
Consolidated/Star Games	4%

## Outdated Equipment

Unlike society venues when machines are regularly updated and rotated, clubs must purchase their gaming machines outright. A new gaming machine can cost anywhere from \$20,000 up to \$40,000, and it is for that reason that many clubs are operating what would be considered “old” and “outdated” gaming machines.

It is estimated that as much as **20%** of clubs gaming machines are GU4’s.

## Where do the proceeds of Class 4 Gaming go?

It is important to clarify that clubs do not retain all gambling proceeds for the purposes of the club, this is a common misconception which suggests that clubs are banking gaming proceeds to use as they see fit.

Like all other Class 4 Gaming operators clubs must produce an authorised purpose statement that details how net proceeds from the club’s gaming machine operation can be spent. The authorised purpose statement becomes part of the club’s class 4 gambling licence and all payments made from net proceeds must follow this statement. Most of this authorised purpose statement outlines how the club can apply net proceeds to the club’s property and its operations, but also enables the club to distribute funds to certain community groups.

## TAB

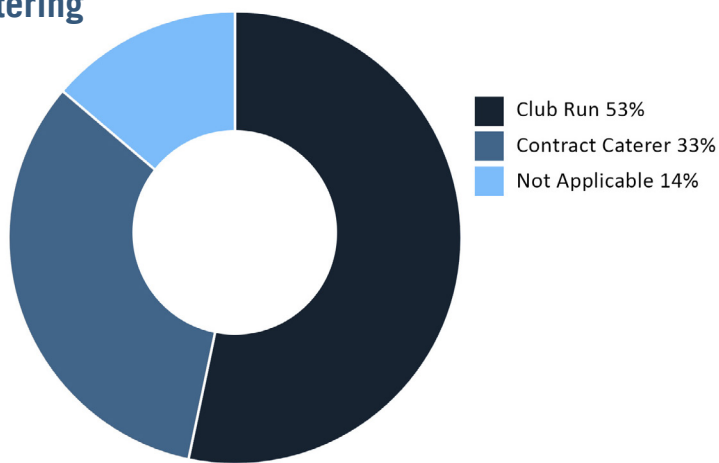
**104** clubs have TAB facilities on site. **3** operate a sole manned terminal, 50 operate both manned and self service terminals and **51** operate self service terminals only.

The number of clubs operating TAB facilities has dropped steadily over the last few years.

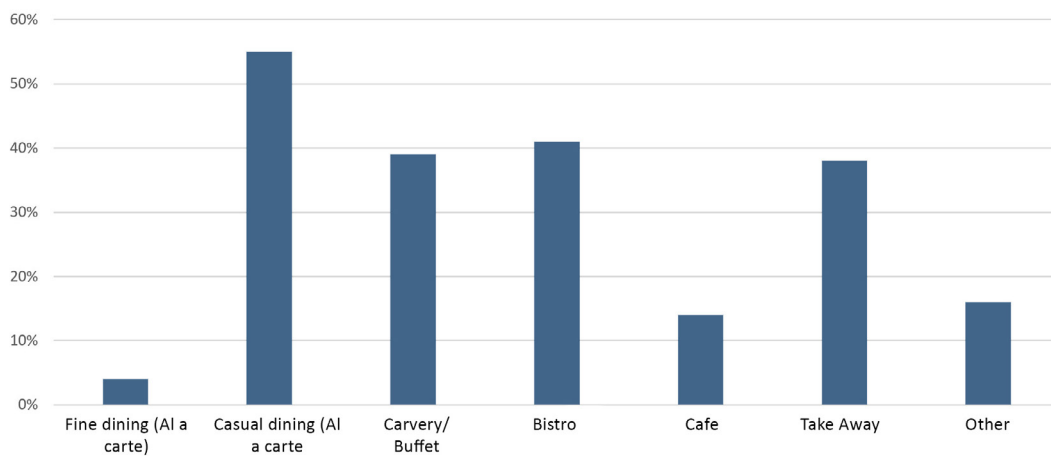


## CATERING

How are club catering operations run?



### % OF CLUBS OFFERING DIFFERENT DINING STYLES





## COMMUNITY SUPPORT

Clubs are a proven vehicle to improve the health, wellbeing and future of communities.

It is estimated that the cash donations and “In-Kind” contributions made by clubs to their local communities each year exceeds:

# \$4,287,000

Community support generated by clubs support businesses and community groups such as:

- Age Concern
- Local Squash Groups
- Anzac Day Lunch
- Scouts
- Schools
- Blind Foundation
- Local Bowls Groups
- Local Community Centers
- Cadets
- CDN Trust
- Citizen Advice Bureau
- College Sport
- Creative and Arts Groups
- Cycling New Zealand
- Kindergartens
- Local Tennis Groups
- Habitat for Humanity
- HeartKids
- Local Hockey Groups
- Sports Awards
- Local BMX Clubs
- Junior Cricket
- Scholarships
- Xmas in the Park
- Lions
- Local Netball Groups
- NZ Basketball Academy
- Gymnastics Groups
- Oxford Crescent School
- Local Indoor Bowls Groups
- Local Roller Derby
- Local Heritage Trusts
- Rotary Clubs
- Local Golf
- Churches
- Local Snooker Groups
- Spirit of Adventure
- Dance
- Rescue Helicopter
- Community Choir
- Books for Schools
- Racing Clubs
- Animal Rescue
- Local Football Clubs
- Playcentre
- Local Softball Clubs
- Local Boxing Clubs
- Returned Services Associations
- Food Bank





The below table highlights how community funding is distributed

Type of Community Support	Cash Donations	"In Kind" Value
Aged Care and Aged Service	\$128,946	\$113,860
Disability and Carer Services	\$16,814	\$138,367
Youth Services	\$179,935	\$21,789
Health and Hospitals	\$109,031	\$31,882
Veteran Welfare Services	\$649,775	\$199,580
Community Service Groups (Lions, Probus etc.)	\$74,107	\$159,259
Disaster Relief and Response Funding	\$61,828	\$15,643
Domestic Violence/Women's Services	\$7,449	\$2,533
Community Transport	\$18,716	\$11,174
School and Educations Programs	\$135,097	\$48,447
Homelessness/Tenants Services	\$5,587	\$0
Job Creation/Employment/Training Schemes	\$0	\$20,485
Professional Sport	\$45,278	\$745
Adjuncts and Club Sport	\$780,403	\$155,966
Non-Professional Sport	\$208,962	\$49,853
Cultural/Ethnic Programs	\$40,585	\$0
Other	\$770,545	\$84,417
<b>Total</b>	<b>\$3,233,057</b>	<b>\$1,053,999</b>

# FINANCE

Each year clubs produce total revenue in excess of:

# \$262,000,000

During the last financial year **66%** of clubs recorded a surplus prior to depreciation, while **27%** recorded a deficit prior to depreciation (**7%** did not provide this information).

## Asset Rich and Cash Poor?

Asset rich and cash poor has been a saying used to describe a clubs financial situation for a long time. The last few decades have seen a number of clubs look to liquify assets or sell land and buildings in order to survive through challenging times or changing trading environments.

Today **74%** of clubs own the land on which their premises is located. **2%** is crown land, **4%** is leased from a third party, **13%** is leased from the council and **7%** of census respondents were unsure.

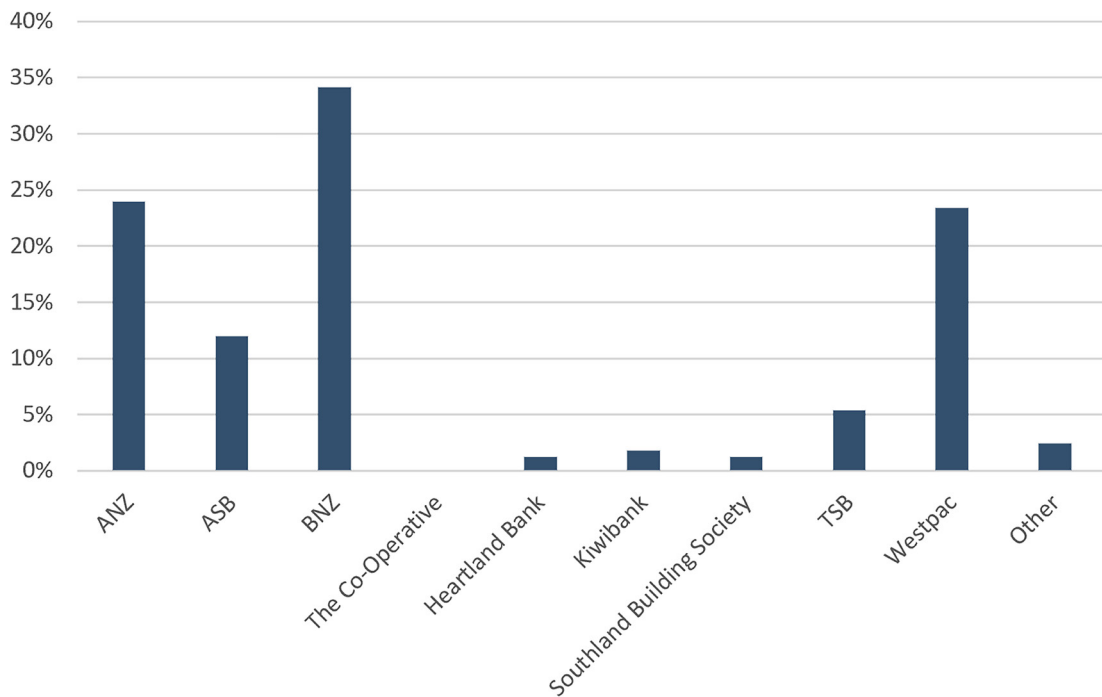
Asset Description	Written down Value (\$)	% of clubs that have had this asset re-valued since purchase	
		Yes	No
Club Land	\$351,628,053	45%	55%
Club Buildings (excluding land)	\$602,917,014	52%	48%
Club Plant and Equipment	\$67,243,540		
Sports Facilities & Equipment (excluding land)	\$4,427,978		
Accommodation Facilities (excluding land)	\$149,111		
Gaming Machines and Equipment	\$17,547,296	21%	79%
Motor Vehicles	\$1,599,873		
Other	\$29,349,599		
<b>TOTAL</b>	<b>\$1,074,862,463</b>		

## Debt Funding

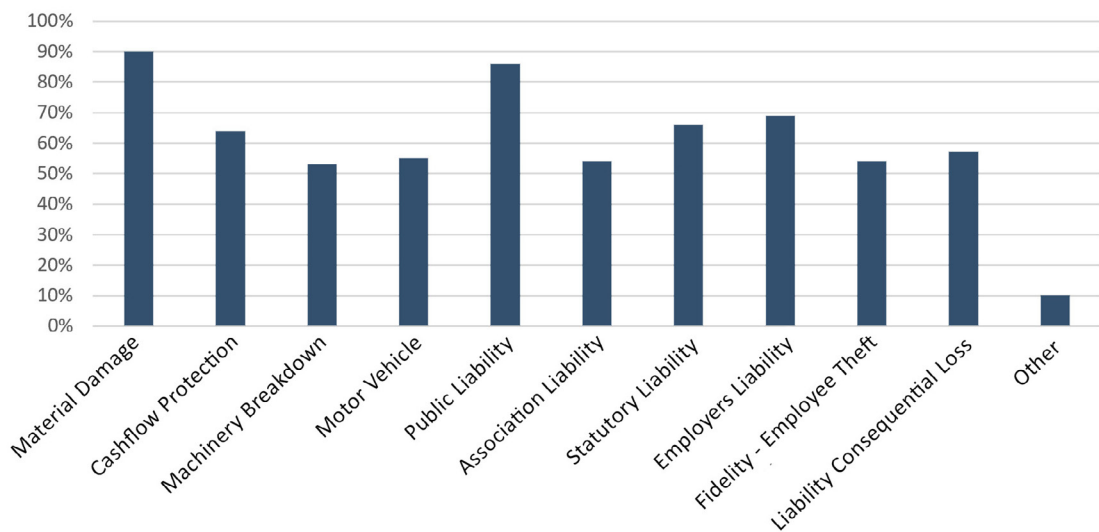
**78%** of clubs indicated that they require no debt funding in the next 12 - 24 months. **17%** require less than \$1 million, **5%** require greater than \$1 million but less than \$5 million and, **1%** require greater than \$5 million.

Of those clubs requiring debt funding, **27%** indicated this is for ongoing capital expenditure, **51%** for future club refurbishment and **22%** was for other purposes.

## BANKING PROVIDERS USED BY CLUBS



## INSURANCE



The most common “other” type of insurance held by clubs was cyber or technological insurance. All clubs indicated that Cost and/or Level of Coverage are the most important factors for clubs when considering insurance.

# SYSTEMS AND TECHNOLOGY

Provider/System	% of Clubs using
BePoz	14%
Cash Till + Eftpos	13%
Club Pos	1%
IdealPos	13%
N/A	17%
Swiftpos	21%

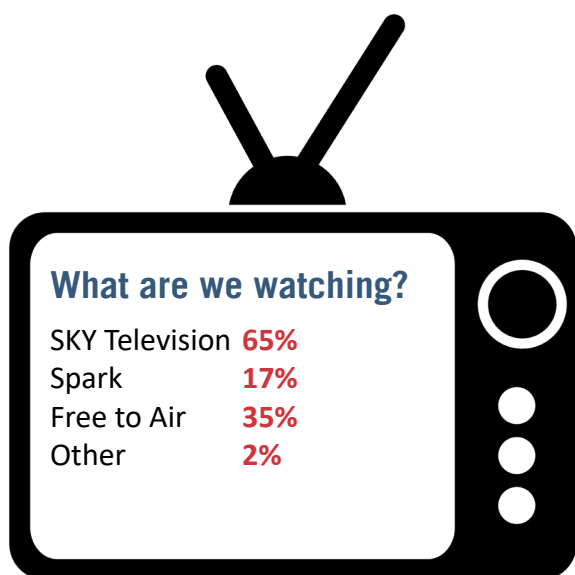
## Point of Sale and Databases

Clubs use a wide variety of Point of Sale systems and/or providers. These systems vary widely and the level of support available to clubs also varies widely. The table to the left shows the common Point of Sale systems used by **79%** of clubs, the remaining **21%** use a variety of other systems. **56%** of clubs have to run a secondary system to manage their membership database. Usually this is a programme such as Microsoft Excel or a simple database program, this presents a number of risks and challenges to clubs around data security and accuracy of what is ultimately the core of their business - the membership.

## Accounting Systems and Payroll

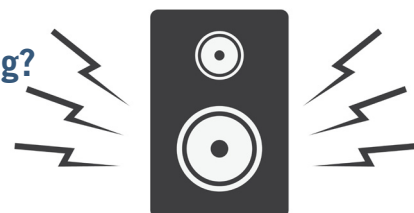
**25%** of clubs identified that they use MYOB, while **57%** are using Xero for their accounting software. There are a wide variety of other programs/software being used which includes Quickbooks, Moneyworks, Excel Spreadsheets or software provided via Accountants.

Again a wide variety of Payroll Systems are being utilised including manual spreadsheets. The majority of clubs are using Xero, MYOB or Smart Payroll.



## How are we listening?

AMS Music	15%
Orange Door	7%
Other	57%



Other music includes the radio and playing spotify through the speaker system.

# FUTURE OUTLOOK

**6%** of clubs indicated that they have plans to merge or amalgamate with another club. The reason given for merging or amalgamating is financial pressures or strategic positioning.

- **78%** of clubs expect to remain open in excess of 15 years.
- **8%** of clubs expect to remain open for 10 years.
- **8%** of clubs expect to remain open for 10 years.
- **6%** of clubs expect to remain open for less than 5 years.

**6%** of Clubs New Zealand's membership equates to approximately **20** clubs. The club community hurts when one club is lost let alone 20.

## Biggest Challenges - Summary of Responses.

- Aging Membership.
- Covid-19 (Nearly all respondents listed this).
- Attracting and retaining volunteers.
- Burnout.
- Seismic strengthening of the club premises.
- Increase staff levels and services with a constrained budget.
- Grumpy old White Men? Perception that clubs are just for old people.
- Expenses, capitation RNZRSA, ClubsNZ and Auckland District RSA.
- Ever changing Government regulations.
- Declining interest in bowling.
- Getting bums on seats.
- Too many pubs in a small town.
- Mentality that RSAs are just for people who have served their country.
- Decline in membership.
- Regular members getting older.
- Holding a club licence as opposed to an on licence
- Changing demographics
- Lack of Financial Stability
- Attracting members to the committee.
- Falling sponsorship.
- People are choosing to drink at home.
- Escalating costs.
- Aging building – high maintenance costs.
- Clubs being treated differently to other venues (picked on by Councils).
- Rising sea levels.
- Lack of innovation – using paperwork instead of tech and really old outdated systems.
- Liquor laws, particularly excise tax – cannot compete with Pubs and Bottlestores.
- Cashflow.
- HR – Staffing, PGs.
- People (members and committees) reluctant to change.
- Difficult getting grants.

## Biggest Opportunities - Summary of Responses.

- Grow Community outreach and involvement.
- A large property that can provide future recreational activities in turn creating income for the club through higher usage.
- Growth within the area – popular holiday spot
- Increasing membership and use of facilities
- Identifying potential members from large retirement villages being constructed in the area.
- Darts and pool tournaments.
- The new “Covered Green Project” initiated by our partners bowls mount which when done will generate a lot more business for the club into the future.
- Finding ways to get members engaged.
- Friendly environment which will draw in more members of the community.
- New Turkish restaurant lessee.
- Having the space and the amenities and parking which a premium.
- A safe environment for our members and guests.
- Develop a better connection to the local schools.
- Have funds to invest in new initiatives and to maintain our premises in top shape.
- Increasing private functions.
- Families starting to relocate into the area, which hopefully draw the younger generation into the club.
- Linking with other sporting bodies in town.
- Having a restaurant/bistro.
- Planned upgrades will install a working kitchen.
- Attracting non members to use the facility for functions and events – converting those attendees into members.
- Potential to amalgamate with another club.
- Become the one stop shop for the local community.
- Live music/entertainment.
- Educating councils on the role the club plays within the community.
- Currently unused land can be developed to create more function space/facilities.
- More people buying boats as they have been unable to travel.
- Younger employees with fresh ideas and more technical know-how.
- Brewing our own craft beer.
- Location – close to the CBD – attract corporates.
- Having no debt and being financially secure.
- Approaching past members to re-join.
- A good fishing season.
- Increase adjunct activities and offerings.
- Tap into the tourist market
- Youth Sport.
- Identifying standards within the hospitality sector and bringing these into the club environment – promotions, service etc – have everyone who enters the club receive a smile from the staff.
- Build accommodation.
- The RSA Brand.
- Exposure from the club’s profile and footprint.
- Only venue in town with TAB, Gaming etc.
- Leveraging the human need for socialisation.
- Changing the focus from just bowls to “sports” with a variety of different sports using the facilities.
- Grandchildren, Great Grandchildren of veterans seem to be more interested in the RSA and what it involves, if we can get them to join, we may survive longer.

- Zero debt and surplus cash. We are currently negotiating another 18 machines on a commercial site which will secure the future of the club and allow for developments and refurbishment
- Committee development – better business knowledge and understanding.
- How we bounce back post covid.
- Campers, travellers, promoting reciprocal rights – letting members know they belong to a network of clubs.
- Promoting our community involvement.

## How Clubs New Zealand Can Help? - Summary of Responses

- Finance assistance and advice.
- Governance assistance, advice and training.
- Management assistance, advice and training.
- Continued cheap insurance cover.
- Guidance around the interpretation of rules, particularly in these covid times.
- Information around changes in legislation affecting clubs.
- Forward planning Management training Committee training.
- Provision of employment contracts and Health and Safety information.
- Marketing and branding and getting it out to our members.
- Guarantee the continuance of the ClubsNZ support network and information.
- Continuation of webinars for issues outside of covid – these were amazing and helpful.
- Ideas to improve participation.
- Helping with costs such as SKY TV.
- Negotiate with suppliers to give us cheaper deals/buying power.
- Increase bowling exposure.
- Help with employment issues.
- Assistance with budgeting and managing our bar.
- Operating advice
- Strategic planning.
- Staff training.
- Advice on constitution changes.
- Make it easier for members travelling throughout NZ
- Facilitating networking with other managers/ executive.
- Advice on HR, Gaming and Licensing regulations.
- Generating ideas to help clubs become the community “local”
- Growing sport – encouraging retired people to take up sport.
- Revenue increasing ideas.
- Legal Advice.
- Continued advocacy – Government, Police, DIA etc.
- Assistance with grant applications.
- Introducing modern, up to date systems.
- Lower capitation and increase services – more value for money.
- Getting existing members to use the club without a “membership draw” or this is free.
- Funding for non-profit organisations, more funding for rates, insurance, base costs.
- Advertising for clubs
- A POS system designed specifically for clubs re database management.
- Getting Xero to have a specific module for gaming.
- Bulk discounts.
- Standardising systems across clubs.
- A free dart board every now and again.
- Promoting clubs to the public.
- Lobbying regulators regarding issues around alcohol & gambling HNZ seems to be leading the way in regards to the Government response to covid, we would like to see ClubsNZ take a more vocal and visual stance to represent our positions.
- Till system that can do everything from membership, stock control etc
- Accountancy services.





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