



21st Annual Report







MIKE SPRING

Nga maunga tiketike Ngai wai marino Nga marae maha puta noa Tenei te mihi maioha ki a tatou katoa

It is with great pleasure that I present my report for the 2016/2017 year. As I reach the end of my term as President I can but marvel at having been so totally involved over the past four years in a sport that covers the length and breadth of our country, that touches and gives pleasure to so many people of all ages and physical abilities, and that reaches out across the waters. And my greeting in te reo acknowledges this reach of our sport. We have a sport that can be played by anyone, anywhere, at any time and at any level. And I have been privledged to be involved with all

levels of the sport – from grass roots 'club land' through to the World Championships.

I attended the two interntional events, the Asia Pacific Championships and the World Championships, held in Christchurch and headquartered at Burnside Bowling Club. These two showcase events placed huge demands on our host clubs' greens, facilities and members; but for the Asia Pacifics some 150 volunteers looked after every need of the athletes and officials from the 18 participating nations while for the World Championships in which 34 nations participated a volunteer workforce of almost 350 was mobilised. And that to me is one of the key features of our bowling community: when the crunch is on our members stand up and offer their services.

I have attended all national championship events during my time as President and I have seen the enormous amount of work put in by Bowls NZ staff in preparing and presenting these events, and the enormous amount of support provided by our hosting clubs and centres and their volunteer work forces. This past season has been even more demanding with adverse weather being the norm. Our Tournament Director, Helen Stallard, put in some huge hours managing and rescheduling to minimise disruption, ably assisted by Ashleigh Benny who published all changes promptly on our website, as well as keeping social media updated with progress and managing the demands of the third estate. While generally our competitors understood the difficulties under which we were operating, I was witness to and had at times to intervene in some very unwarranted and unpleasant criticism directed at Helen and Ashleigh; I would hope that such attitudes are a thing of the past as they have no place in our sport.

Presentation of our National Awards has continued to be a highlight for me. In November I presented Bowls Mount Maunganui with the Tower Club of the Year Award 2015/2016. The club has developed strong financial strategies so that it is not reliant on Trust funding; a very strong and close relationship with sponsors has been developed; a very strong mates in bowls programme is in place together with a bowls programme that caters to the needs of the varied membership segments; a relationship with the cruise ship market is being carefully nurtured; and club members are benefitting from a strong communications strategy with an 'open door' policy adopted by the Executive. I also presented a number of Gold Club Check awards, with 46 clubs now having achieved Gold status within the Partner Club Programme; Greenkeeper, Volunteer and Centre national awards in Wellington; and Player of the Year awards. All these awards recognise excellence and are integral to the Bowls NZ values.

In my report last year, I acknowledged Kerry Clark's long and valued service to Bowls NZ. It was wonderful to see Kerry honoured in the Queen's Birthday Honours List with the award of the Companion of the New Zealand Order of Merit. On behalf of bowlers throughout New Zealand I congratulate Kerry for his honour, thank him for his long and valued service, and wish him and Sue a long and happy retirement.

Congratulations, too, to Past President Ann Muir who was awarded the Queen's Service Medal in the Queen's Birthday list. Ann's involvement in bowls continues apace and I last saw her on the Greens at Broadbeach playing as a Director in the Mixed Pairs at the Trans Tasman.

Throughout my time as President I have taken every opportunity to promote change, and in every speech or presentation I use the following Belinda Moore quote from her 'Membership is Dead' paper: "those who don't adapt face a slow decline into obscurity". The need for change is ever present: while, as reported elsewhere in this Annual Report, the total number of people playing bowls continues to increase club membership continues to decline. A truly worrying trend is the difficulty clubs and centres now have filling all board and even president appointments. It is time to think laterally. Without strong leadership clubs will founder, so just maybe we all need to be looking outside our traditional internal 'recruitment' processes and seek outside expertise to help us along. We are living in a different world, and declining membership is not a uniquely bowls problem; all clubs - be they sports clubs, service clubs, social clubs, special interest clubs - are facing the same issue. We must not just face it; we must address it through effective change processes.

And so I come to the end of my term. I thank the staff of Bowls NZ for their commitment, dedication and friendship over the past four years. I thank Board Members past and present for their contribution to this sport of ours, I thank our sponsors, members and other stakeholders for all you have done for Bowls NZ. And I wish incoming President Jeanette all the very best in her appointment – I hope you have as much fun as I have had.

Tenei te tuohu Tukuna te hoe Oti atu ki tona turanga

Mike Spring

White In



CUSHLA MCGILLIVRAY

More folk playing our sport. That is very good news as our figures show there has been an increase of almost 9% from 131185 to 142952 in participation.

EVENTS AND ACTIVITIES

Queen's Birthday Honours. Congratulations to Kerry Clark on being awarded the Companion of the Order (CNZM) for his services to Bowls in the 2017 Queens Birthday Honours and to Ann Muir, Past President of Bowls New Zealand being awarded the Queen's Service Medal (QSM) for services to bowls and the community.

Changing Landscape Conference. This was a significant conference held just prior to the World Bowls event in Christchurch. While the attendance numbers were low the quality of the papers presented gave all registrants food for thought. We are grateful to our key presenters Hon Nicky Wagner, Peter Miskimmin (CEO Sport NZ), Dean Murphy (CEO NZ Golf), Kereyn Smith (CEO and Secretary General NZOC and VP Commonwealth Games

Federation), John Bell (World Bowls President), Gary Smith (CEO World Bowls).

Our Blackjacks did us proud at the World Bowls events winning 2 gold, 1 silver and four bronze medals with the men's team winning the Leonard Trophy for the best overall team and the women's team coming third behind Australia and Wales.

Congratulations to Bowls Events New Zealand named as a finalist in the Sport New Zealand Awards.

Board Charter revision-This revision was completed in May 2017 using the recommended policies from Sport NZ but tailored to suit Bowls NZ.

Hall of Fame Charter review completed.

Awards- the Board congratulates all those recipients of our prestigious Awards for 2016/2017 which are noted elsewhere in this Report.

While this event is covered elsewhere in this report it would be remiss of me not to acknowledge the special effort and work of Kerry Clark CNZM, Chair Bowls Events New Zealand, (BENZ) who took responsibility for sourcing the funding and ensuring the event was delivered to the

New Zealand, (BENZ) who took responsibility for sourcin the funding and ensuring the event was delivered to the high standard expected. He was assisted by the Board of BENZ, Events Manager plus a particularly special effort from our staff at Bowls NZ and the more than 300 volunteers. All played a part in the success of the event.

FUNDERS AND SPONSORS

WORLD BOWLS

The Board records it's appreciation to our sponsors and funders. This has been significant over a number of years but especially the funding required delivering the World Bowls events from 2013/14/15 and 2016. Special mention is made of the assistance of our Relationship Manager, Sarah Dunning, Sport NZ. Sarah carried out this role for us for more than 9 years and has provided very helpful advice and guidance. She has recently moved to a new role within Sport New Zealand. Many other Sport NZ staff have provided good counsel for our sport.

Our major sponsors and funders for Bowls NZ are TOWER, Heartland Bank, Onu Sportswear, Sport NZ, High Performance Sport NZ, Ryman Healthcare, Hospitality Services, Tiger Turf, Autex Technologies, Executive Travel, New Zealand Community Trust, Lion Nathan, Southern Trust, and Foundation North. The major funders for BENZ are Ryman Healthcare, NZCT, Christchurch City Council, Henselite, Major Events New Zealand and Saunders Robinson Brown.

THE BOARD

Because Hayley Jones received an overseas posting she resigned effective November 2016. We welcomed Allan Smith for the completion of her term.

After nine years on the Board I have given notice and will resign effective from the conclusion of the AGM.

President Mike Spring will complete his term at the AGM also. We thank Mike for his efforts and the particularly heavy work load including World Bowls in Christchurch which he attended for 19 days.

Our Chief Advisor, Kerry Clark CNZM advised in 2015 that he would complete his term as CEO June 2017. His outstanding work is covered separately in the report.

NEW CEO - MARK CAMERON

I am especially grateful to the panellists who assisted me in the CEO recruitment process. They are Craig Bruce, Tony Lepper and Dame Judith Potter, Sport New Zealand, through Anna Sage and Sarah Dunning our Relationship Manager, Dr Jeff Simpson, Ethos Consulting and Natalie Cooper of Paul Diver and Associates.

Our new CEO Mark Cameron commenced with us on 3rd July 2017.

Mark comes from Chief Executive for Auckland Cricket, Chief Executive for Northern Mystics Netball and General Manager of New Zealand Basketball League.

KERRY CLARK CNZM

Our CEO since 1996. He resigned from his position effective June 2017. Kerry is known to almost all bowlers in New Zealand. He is a fountain of knowledge both on the Laws of the Game and as chief advisor to the Board. He is not one to shy away from a robust discussion especially if challenged about the history of our game. Kerry has given a lifetime of outstanding service to bowls both nationally and internationally in order to see the sport survive and thrive for future generations. He was a Councillor of the New Zealand Bowls Association representing Dunedin and Wellington centres 1977 – 1988. In 1996 he was our first CEO following the amalgamation of the New Zealand men's and women's bowling associations to form Bowls New Zealand, and was awarded with the CEO Leadership Award in 2009.

He chaired the Sports Turf Institute 1997 – 2001 which provided agronomy services to the sports of golf and bowls.

He has Chaired the Bowls NZ Events Board (BENZ) for two series of World Bowls Internationals 2005-2008 and again 2013-2017. On Kerry's instigation for the first time in the series 2005-2008 both men and women competed at the same time at a World Bowls event.

Kerry has also provided a great service to World Bowls in a number of different categories: Director 2004 – 2012, Technical Delegate/Advisor to 7 Commonwealth Games and 8 other Games, Chair of World Bowls Laws Committee since 2004 and has overseen the re write and update of the laws 3 times during that period.

Not only was Kerry recognised for his skills when he received the Sport NZ Lifetime Achievement Award in 2016 but he has also represented New Zealand as an international player at two World Bowls (1972 and 1976) and two Commonwealth Games 1974 and 1978 – gold medallist in fours in 1974.

He was awarded the OBE in 1989 for services to bowls and in the 2017 Queen's Birthday Honours Kerry was awarded the Companion of the Order (CNZM) for services to bowls.

The Board records its thanks and appreciation to Kerry for his outstanding work especially incorporating the VALUES which drive Bowls New Zealand (ENJOY GROW SHARE HONOUR SUCCEED).

STAFF

Our staff have shown great dedication to their roles plus the added burden of assisting with the World Bowls events. Many additional hours were given by our generous folk to deliver the best event possible. The Board is especially grateful to all our team.

CONCLUSION

It has been a great privilege for me to be part of the Board since 2008. I have learned a lot and enjoyed the work entailed. It has been the Board cohesiveness that has helped deal with some worrying issues yet leave me still proud of our sport. I record my thanks especially to our Board members but also to all the volunteers who give so much for the good of the sport.

Cushla McGillivray

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GOVERNANCE REPORT

The Board is established as the policy making body responsible for managing the business and affairs of Bowls NZ.

The practices adopted by the Board are described in a Charter which sets out the protocols for operation of the Board, and in a Code of Ethics which sets out the manner in which Directors and CEO should conduct themselves.

The Directors are responsible for the governance of the

Organisation with their powers and duties described in the Rule 19.2 of the Constitution.

Board Committees

The Board has two standing committees, being Risk and Audit and Remuneration. Each committee operates under specific terms of reference approved by the Board any recommendations they make are recommendations to the Board. The terms of reference are reviewed annually.

Risk and Audit Committee

The Risk and Audit Committee assists the Board in discharging its responsibilities overseeing all aspects of financial and non financial reporting, control of audit functions and organisational risk. It performs a corporate governance role, not an executive role. It's responsibilities are set out in the Committee Terms of Reference.

The current members of the committee are Craig Bruce, Convenor, Tony Lepper, Daniel Shore and Allan Smith.

Remuneration

The Remuneration committee assists the Board to ensure that there is an effective and positive partnership between the Board and its Chief Executive Officer.

The Committee consists of three Board members, one of whom shall be the Chair of the Board.

The Functions of the Committee are described in the Committee Terms of Reference.

The current members of the Committee are Cushla McGillivray Convenor, Craig Bruce and Tony Lepper.

Meeting

Below records attendance at Board meetings held September, November 2016, February, May and September 2017 with Special Board meetings held in committee 28th March and conference call meeting on 6th April 2017.

Cushla McGillivray 7 (7), Craig Bruce 7 (7), Tony Lepper 7 (7), Mike Spring 7 (7), Jeanette Sinclair 7 (7), Daniel Shore 7 (7), Hayley Jones 2 (2) resigned November 2016, Allan Smith 4 (4) appointed February 2017, Matt Benson (1) resigned Sept 2016.

Issues of note covered

Membership review and club fee proposal is currently under consideration by the Board.

Awards Policy review - these changes have been noted

in the recent material sent to all clubs seeking applications.

Database and CRM project- latest report show more than 40 thousand entries loaded into the system which is progressing well.

Media/IT Policy- Maria Clarke briefed the Board in May and the confirmed policy will be updated including a Cyber Security policy.

We were very pleased to note that the Governor General Dame Patsy Reddy has accepted patronage for her 5 year term of office.

A job description for Delegates has been completed and sent to all involved.

The Board was pleased to support the CEO recommendation that Sharon Sims MNZM, be appointed as the National Lead Coach and Peter Bellis MBE, as the National Assistant Lead Coach.

Governance review - This review commenced in May 2017. It will examine our policies and systems. With a new CEO and a number of new Board members this review is timely.

The Board Charter review was completed in May 2017.

Events review – changes have been notified to all following the May Board meeting and set out in those minutes.

The Board records its thanks and appreciation to its professional advisors, Maria Clarke (Legal,) RSM Hayes Audit (Auditors) and Aktive (Auckland Sport and Recreation) for financial services.

This year has been time consuming for our Board members but they have applied good governance and responsibility throughout. I am very grateful for their support and encouragement.

Cushla McGillivray Chair





KERRY CLARK, CNZM

In the CEO report to the 2016 Annual General meeting I advised that I was retiring in June 2017 and so the 2016 report would be my last.

However, as my successor will not be taking up the CEO role until the 2017/2018 financial year, I have been asked to pen a final CEO report.

As I reflected last year my 21 years in this role has been a hell of a journey that started with amalgamation

of two National Bodies in 1996 and who were very suspicious of each other through to the present where we have an integrated sport operating in a rapidly changing society. Our challenge now is to understand what society wants from our sport and provide for that.

During my time in this role there have been many challenges and false starts ranging from governance structures, developing a one team culture in our

National Sides, incorporating values into our sport as a key driver, agreeing on a strategic direction and sticking to it as well as running the Olympics of our Sport (World Bowls Championship) in New Zealand on two occasions 2008 and 2016. In addition to the World Championships we have successfully hosted six additional major International Tournaments that New Zealand can be very proud of.

2016/2017 has been another stellar year for our sport.

Our Strategic Plan highlights that we exist "to be the best bowling nation, delivering great experiences" and we will achieve that through two very clear outcomes:

- I. Increase participation and
- 2. Be respected Champions

we achieved on both fronts -

Our participation numbers have increased by 8.97% to 142952 participants over the 2015/2016 baseline of 131185. Our strategic plan target is to increase participation numbers by 5% over the life of the plan. We have exceeded that target already with an increase of over 20% in the first two years.

Great work is being done in the field by our Community Development Officers working with Clubs who are prepared to do things differently and understand the changing way that people now engage in sport.

Our Blackjacks demonstrated to the bowling World in December 2016 that we are the best winning 2 Gold (Shannon McIlroy in the Men's singles and Ali Forsyth (Skipl, Blake Signal, Mike Kernaghan and Mike Nagy in the Men's Fours), 1 Silver and 4 bronze medals (7 medals from a possible 8). That resulted in us winning the Leonard Trophy for the most consistent Men's Side in the World and a top 3 finish for our Women. Our strategic Plan target is to remain in the top 3 ranked World Bowls countries and the 2016 results show we have exceeded that target as well.

On the international front the Blackjacks are receiving outstanding praise for their skills on the green as well as their humble approach off the green. The results we have achieved are testament to a High-performance programme that embraces a one Team Culture, great Coaching and sports science input. Special thanks are due to our National Coach, Dave Edwards, who led the 2016 campaign. Dave and wife Jo shifted to Australia to live after the World Championships but his leadership of our World Bowls campaign was exemplary and the results achieved were testament to the well led campaign which was brought into by all Athletes and Coaches.

We have performed well on the financial front. This has been achieved by very careful monitoring of expenditure. Our relationship with Aktive (Auckland Sport and Recreation) who provide financial services on a contract basis is now working well.

To our Sponsors and Funders who are listed elsewhere in this report my sincere thanks. We are lucky to have a core group of financial backers who have been with us for many years. I make special mention to Tower who has been a partner the whole time that I have been in this role

We appreciate support from all our financial backers and I sincerely hope that these partnerships will continue well into the future.

Special thanks to the members of our standing Committees who support Umpire education and accreditation, Coach Education and Greenkeeping. They carry out a tremendous amount of work behind the scenes to enable those who wish to progress in a chosen field to achieve.

Special thanks as well to the Members of our Judicial Committees at both National and Regional level. Their expertise in ensuring that referrals get the attention they deserve in a professional and timely manner is much appreciated.

My sincere thanks to the many volunteers who work tirelessly at our National and International Events.

Much goes on behind the scenes to make events happen and without a great team of workers at all Clubs what we achieve would not be possible.

Finally, I wish to express my very sincere thanks to the staff of Bowls New Zealand for the outstanding work they do in often thankless situations.

One thing that I have learned in this role is that praise does not come easily but there is criticism in abundance.

Despite having to confront negative environments quite often, the staff of Bowls New Zealand work superbly for the organisation.

To lan, Helen, Kaushik, Nicki, Ashleigh, Martin, Steve, Keith and Lorraine I express my sincere thanks for the work you do. The sport is very lucky to have you.

I include in these thanks Bill Fowlie and Chris Wilson who both finished during the year.

I am very grateful to you all for going the extra mile on all occasions.

The sport is lucky to have such a great team and my sincere thanks go to them for their dedication and support. I wish them all well for the future.

Kerry Clark, CNZM.

Kenny Daak

Leadership

PROVIDE LEADERSHIP AND BUILD RESOURCES

Our people and our resources are recognised for best in class and critical to the success of bowls in New Zealand.

Leadership:

Retired CEO Kerry Clark, recognised in Queens Birthday Honors.

Kerry Clark, CNZM, former CEO of Bowls NZ has been credited with modernising bowls and was recognised in this year's Queens Birthday Honors list. He was made a Companion of the New Zealand Order of Merit for his services to bowls. This is the highest award received by a sports administrator.

World Bowls 2016:

Bowls Events New Zealand was awarded the Outstanding Sport Event of the Year Award at the Nexia New Zealand Canterbury Sports Awards for World Bowls Championships 2016. The event was also named a finalist in the Events Excellence category at this year's NZ Sport and Recreation Awards for exceptional event planning and delivery in New Zealand.

CRM:

The implementation of our Customer Relationship Management system is in place and is running at full capacity of stage one. The CRM system has been put in place to optimize our interaction with members, to ascertain a better relationship and provide the highest level of customer service.

In the coming year, the main focus will be the roll out of the system into Centres and Clubs, allowing them to individually update and maintain their data as well.



KEY FOCUS #2

Athletes & Coaches

PRODUCE CHAMPION ATHLETES AND COACHES

Our competition success and reputation on the world stage continues to grow.

World Championships

World Bowls 2016 was a success for the New Zealand Blackjacks team, coming away from the campaign with five newly crowned World Champions and the coveted Leonard Trophy. All ten players medalled with Gold medals for Shannon McIlroy Singles; Ali Forsyth, Blake Signal, Mike Kernaghan and Mike Nagy Fours; Silver to Jo Edwards MNZM and Angela Boyd Pairs; Bronze for Val Smith, Kirsten Edwards, Katelyn Inch, Angela Boyd Fours; Shannon Mc Ilroy and Mike Kernaghan Pairs, Ali Forsyth, Blake Signal and Mike Nagy Triples; Jo Edwards MNZM singles.

Bowls Premier League

The TOWER New Zealand Blackjacks had two opportunities to contest the BPL title this year. Falling short at BPLO4 at Pine Rivers, Queensland in November, Jo Edwards MNZM, Blake Signal and Shannon McIlroy proved home soil is an advantage as the premier league headed over the Tasman for its 5th edition. Packed stands at North Shore Events Centre made a fantastic atmosphere for finals night, with the TOWER NZ Blackjacks finished runners up to defending champions Sydney LIONS. Shannon received the prestigious MVP award for his outstanding performance throughout the event.

Trans-Tasman

Australia proved to be too strong at this year's annual Trans-Tasman test series hosted in Australia. While our Development women won their third test, showing some real potential for the future of our sport, our Senior sides, Para-sport and Development teams couldn't get across the line giving Australia the victory in all three disciplines.

Multi Nations

A welcomed improvement from the Trans-Tasman series held a week prior, the Blackjacks finished second overall at the "dress rehearsal" event for next year's Commonwealth Games. Led by the unbeaten World Singles Champion Shannon McIlroy, the Blackjacks left Australia with two gold medals, four silver and one bronze medal.

COACHING

Dave Edwards: After a sterling 10 year career as Head Coach of the Blackjacks, Dave announced his retirement from this role prior to completing a very successful World Championships in 2017. His career has seen some fantastic

achievements and no doubt he will be missed.

Raelene Peters: Raelene also retired from her role as Assistant Coach for the Blackjacks team, her forthright no nonsense approach with the players was well respected by all.

Upon the retirement of both Dave and Raelene, Sharon Sims MNZM was appointed National Lead Coach and Peter Belliss MBE as National Assistant Lead Coach through to the end of the Commonwealth Games in 2018. After a thorough recruiting process Richard Girvan and Gayle Melrose were appointed as Assistant Coaches to Sharon and Peter for the Trans-Tasman and 8 Nations event, June 2017 in the Gold Coast.

High Performance Coaches:

Evan Roberts and Graeme Rees were appointed as coaches for the Bowls NZ Development Team that took on their Australian counterparts for the Trans-Tasman series. The coaches planned an extensive pre-event training program for the team and although the results were not favourable it was heartening to see all players develop and one or two of them shine against the odds.

Coach Developers:

A second workshop for Bowls NZ coach developers was facilitated 2-4 September, 2016 at the Remuera Bowling Club. 18 coach developers from around the country attended a full on 3 day workshop. In this workshop we utilised our own coach developers to present and this proved to be fruitful considering how much they had developed over the previous 12 months. All the coach developers who presented had partaken in Sport NZ programs with either the Performance Coach Advance and/or Coach Developers workshops and included Kaushik Patel, Sharon Sims MNZM, Dave Edwards, Graeme Rees, Evan Roberts, Janice Paap and Rachel Curtin.

National U'8's Intercentre:

43 teams entered this event and it was pleasing to see 41 coaches present coaching the majority of the teams at the event. It was no surprise or stroke of luck that the North Harbour had 5 coaches present for the 2 teams (men and women) and take out back to back, the men's trophy, and the women's team missing out in the semi-final.



Brand & Values

PROMOTE AND STRENGTHEN THE BOWLS BRAND AND ITS VALUES

The events and subsequent media coverage from the events hosted by Bowls New Zealand over the last twelve months has ensured that the brand of bowls has continued to grow in a positive manner across all media channels.

This increased exposure for the game came via;

Sky T\

4 days live coverage for all finals at World Bowls 2016

8 evenings of live coverage of the BPL. November 2016 from Pine Rivers in Queensland where the TOWER New Zealand team were triumphant, and the February 2017 event held at the North Shore Events Centre in Auckland where the TOWER New Zealand team were again finalists

NZME

As part of the Sport New Zealand agreement with NZME they continue to be the media champions of our sport. Especially via Radio Sport, ZB network and the New Zealand Herald website

Special mention must also be made of Tony Smith and his team at **The Christchurch Press** that gave unprecedented coverage on a daily basis of the World Championships.

INSIDE BOWLS

Magazine goes to over 130000 registered readers per month and their coverage of everything bowls out of New Zealand, on and off the green is something looked forward to by the bowls community on a monthly basis.

FACEBOOK

We now have over 3000 regular followers which peaked at over 39000 views the day Shannon won his World singles title.

BOWLS NEW ZEALAND WEB SITE

We now have an average of 30000 people visit our site per month. This climbed to a peak of over 250000 per day during the 2016 World Championships and over 75000 during the Heartland Bank National Open Championships.

BOWLS NEW ZEALAND APP

The app was developed for the World Bowls championships and continued to be used for the Heartland Bank National Open Championships.

OTHER

Breakfast TV broadcasting live from Burnside on the opening day of the World Championships

All major news outlets covering the opening ceremony from Christchurch

Streaming being watched live worldwide by hundreds of thousands of people via our website

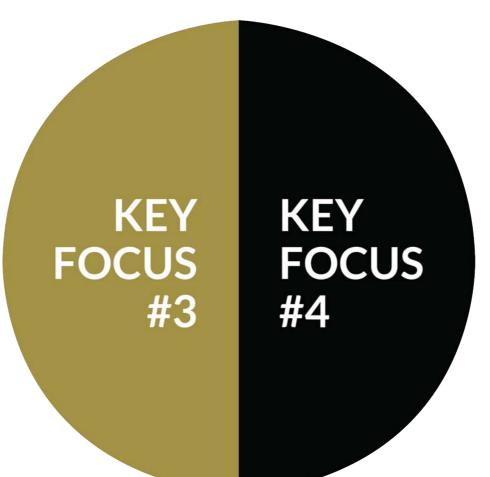
Womens Day, Sky Watch and Air New Zealand's in-flight magazine Kia Ora are only some examples of the print exposure achieved prior and during the World Championships.

IMPROVED PARTNER RELATIONSHIPS

This increased exposure for the sport continues to enable both new and strengthened commercial relationships with the following partners:

Sport NZ, High Performance Sport NZ, Sky TV, NZCT, Foundation North, The Lion Foundation, The Southern Trust, NZ Herald, Inside Bowls, TOWER Insurance, Onu Sportswear, Heartland Bank, Ryman Healthcare, Christchurch City Council, Executive Travel, Millennium, Nicholson Print, Contagious.

Their ongoing support is obviously greatly appreciated by everyone.



Participation

CREATE OPPORTUNITIES FOR PARTICIPATION

Bowls in New Zealand continues to show significant growth. Overall participation is up 8.9% from 131,185 to 142,952, with the notable increase being around social bowlers.

TIGER TURF WINTER LEAGUE

The Final of the Tiger Turf ran its last event which was held at Epsom Bowling Club in Auckland. Again this year they were over 2,000 participates at club, regional and National level.

The event was eventually won by Peter Bell, Bob Wilson & Bill Kinghan from the Meadowbank Bowling Club in Oamaru, North Otago.

NEW INITIATIVES

A small trial was held in the Midlands Region to test the appetite by Casual "Mates In Bowls" participants for something more competitive.

Clubs ran their usual MIB competitions with an invitation to participants to compete in the "Casual members Club Championship".

A similar number to the ratio/ percentage of Full playing members entering Club Champs, wanted this. They played pairs, played the BPL format of 2 sets of 5 ends, power plays, NO bowlers allowed being one of the key criteria.

The winners at each club then went onto a Regional championship where trophy's were handed out to the winners and runners up. Sel Neil and Wally Stephens from Bowls Tauranga South were the first Regional winners.

WORLD MASTER GAMES

The 2017 World Masters Games was held in Auckland, New Zealand in April this year. Lawn bowls contributed to over 400 of the overall participation number.

As an open entry event, it introduced many new players, both from New Zealand and overseas, to the sport.



PLAYER PARTICIPATION









NORTHERN REGION	Membership	Non-member Participation	TOTAL
Far North	777	914	1691
Northland	1484	1356	2840
North Harbour	2347	5000	7347
Auckland	4590	17497	22087
Counties Manukau	931	1100	2031
Waikato	1503	65	1568
Thames Valley	1034	708	1742
Bay of Plenty	2507	7853	10360
Northern Region Total	15173	34493	49666

CENTRAL REGION	Membership	Non-member Participation	TOTAL
Gisborne East Coast	439	542	981
Hawkes Bay	1321	2225	3546
Taranaki	1524	7759	9283
Wanganui	635	702	1337
Manawatu	1159	481	1640
Wairarapa	328	345	673
Kapiti Coast	1660	1334	2994
Wellington	2830	7362	10192
Central Region Total	9896	20750	30646

SOUTHERN REGION	Membership	Non-member Participation	TOTAL
Nelson	681	632	1313
Marlborough	507	501	1008
Buller	150	56	206
West Coast	162	175	337
Canterbury	4420	11094	15514
South Canterbury	653	924	1577
North Otago	265	40	305
Central Otago	1089	3808	4897
South Otago	274	85	359
Dunedin	3068	4904	7972
Southland	1544	1678	3222
Southern Region Total	12813	23897	36710
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NATIONAL TOTALS	Membership	Non-member Participation	CDO Numbers	TOTAL
2015/16	38550	66694	25941	131185
2016/17	37882	79140	25930	142952
% change	-1.73%%	+18.66%	-0.04%	+8.97%

KEY FOCUS #5

Facilities

DELIVER EXCELLENCE VIA PEOPLE, PARTNERSHIPS AND FACILITIES

An affordable and enjoyable experience is successfully delivered by a range of providers best placed to do so effectively.

SPORT WAITAKERE, AUCKLAND BOWLS & BOWLS NZ PARTNERSHIP

A partnership between Sport Waitakere, Auckland Bowls and Bowls NZ has been developed to grow participation among ethnic groups in the western suburbs of Auckland. A community sports position has been created and will be managed by Sport Waitakere with key delivery points for bowls and health & wellbeing in the target groups.

CLUB UPGRADES

The new Naenae complex Clubhouse is complete along with three outdoor greens and one indoor green. Despite delays with the installation of the indoor stadium roof, the facility will be in full swing this coming season. The facility is scheduled to be headquarters for three National Events in 2018, Interclub Finals, Under 18 and Under 21 Singles.

New Lynn Bowling Club in Auckland have invested in a \$700,000 roof, which has already seen membership numbers double. The roof will not only mean no more weather related cancellations, but will also allow the club to remain open over the off season while the majority of Auckland Clubs are closed. New Lynn expect to host several collegiate tournaments under the roof as well as numerous winter coaching clinics.

PARTNER CLUBS AND CLUB CHECK

Bowls NZ community Development officers continued to work with willing clubs across the country to build capable sustainable clubs for the future while creating a positive environment to grow the bowls experience.

There are now 122 partner clubs in the programme and another 25 clubs that the community development officers are looking to sign up to the programme.

During the year the following clubs were awarded the Gold Club Check award for achieving the quality standard as set out in the Club Check programme and for demonstrating they were delivering quality bowling experiences to a wide range of the bowls community; Browns Bay, Onehunga, Bowls Matua, Tauranga South, Woodend, Johnsonville, Riccarton Racecourse & Fairfield. Reaccreditation of Golds Checks were given to Coromandel, Mount Maunganui, Napier, Silverstream, Paraparaumu and Wakefield.



NATIONAL EVENTS

HEARTLAND BANK NATIONAL OPEN CHAMPIONSHIPS

Paritutu Bowling Club (HQ), Taranaki. 29 Dec 2016 – 8 Jan 2017

	MEN'S WINNER	WOMEN'S WINNER
SINGLES	Dean Elgar -West End	Selina Goddard - Carlton Cornwall
PAIRS	Gary Lawson (s) & Nev Rodda - Composite	Dale Rayner (s) & Ashleigh Jeffcoat - Composite
FOURS	Peter Belliss MBE (s), Richard Girvan, Blake Signal & Lance Tasker - Composite	Jo Edwards MNZM (s), Val Smith, Kirsten Edwards & Tayla Bruce - Composite
CONSISTENCY	Blake Signal - Stokes Valley	Dale Rayner- Johnsonville Reen Stratford - Aramoho

BOWLS NZ NATIONAL INTERCLUB FINALS

Division 1: Howick Bowling Club (HQ), Auckland Division 2: Browns Bay Bowling Club (HQ), North Harbour. 3-5 March 2017

	MEN'S	WOMEN'S
DIVISION ONE	Eastbourne, Wellington	Hinuera, Waikato
DIVISIONTWO	Sumner, Canterbury	Allenton, Canterbury

NATIONAL 2-4-2 MIXED PAIRS

Taieri Bowling Club (HQ), Dunedin. 7-8 Mar 2017

WINNERS Maurice and Val Symes (Composite)	,	WINNERS	Maurice and Val Symes (Composite)
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NATIONAL CLUB CHAMPIONSHIPS

Taieri Bowling Club (HQ) 9-16 March 2017

	MEN'S WINNER	WOMEN'S WINNER
SINGLES	Sean O'Neil – Kia Toa	Tayla Bruce- Burnside
PAIRS	Scott Fisher & Garry Ford -West End	Mere Fryer and Lynlea Rogers - Terrace End
TRIPLES	David Eades, Kevin Robinson, Wayne Wrack - Maungaturoto	Bev Corbett, Debbie White, Jocelyn Holten - Hinuera
FOURS	David File, Steve Goldsbury Lofty Hurrell, Duncan MacPherson -Te Karaka	Margaret Reed, Sue Hodges Robyn Davis, Jenny Welch - Tauranga South



BOWLS NZ NATIONAL INTERCENTRE

Wilton Bowling Club (HQ), Wellington. 23-26 Mar 2017

	MEN'S WINNER	WOMEN'S WINNER
CENTRE	Canterbury	Bay of Plenty

NATIONAL UNDER 8'S INTERCENTRE

Burnside Bowling Club (HQ), Christchurch. 7-9 April, 2017

	MEN'S WINNER	WOMEN'S WINNER
CENTRE	North Harbour	Dunedin

NATIONAL UNDER 18 SINGLES

Howick Bowling Club, Auckland. 14-15 April 2017

SINGLES	Seamus Curtin - Stokes Valley	Natasha Russell-Clayton - Naenae	
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KITTYHAWKS NATIONAL UNDER 21 SINGLES

Papanui Club, Christchurch. 27-28 Mar 2016

	MEN'S WINNER	WOMEN'S WINNER
SINGLES	Jonty Horwell - Kaikorai	Natasha Russell-Clayton - Naenae

INTERNATIONAL EVENTS

HONG KONG INTERNATIONAL BOWLS CLASSIC

3-14 Nov 2016

MEN'S WOMEN'S

SINGLES	Paul Girdler - Post Section Play Tony Grantham - Section Play	Sarah Scott - Section Play Selina Goddard - Section Play
PAIRS	Paul Girdler (s) & Tony Grantham Post Section Play	Sarah Scott (s) & Selina Goddard Post Section Play

WORLD BOWLS CHAMPIONSHIPS

Christchurch, NZ. 29 Nov 2016 - 11 Dec 2017

MEN	WINNERS OF LEONARD TROPHY
SINGLES	Shannon Mollroy - Gold Medal
PAIRS	Shannon McIlroy & Mike Kernaghan - Bronze Medal
TRIPLES	Ali Forsyth (s), Blake Signal & Mike Nagy - Bronze Medal
FOURS	Ali Forsyth (s), Mike Nagy, Mike Kernaghan & Blake Signal - Gold Medal
WOMEN	
SINGLES	Jo Edwards MNZM - Bronze Medal
PAIRS	Jo Edwards MNZM (s) & Angela Boyd - Silver Medal
TRIPLES	Val Smith (s), Kirsten Edwards & Katelyn Inch - No Medal
FOURS	Val Smith (s), Angela Biyd, Kirsten Edwards & Katelyn Inch

WORLD YOUTH CHAMPIONSHIPS

Queensland, Australia. 27 Mar - 2 Apr 2017

- Bronze Medal

	MEN'S	WOMEN'S
SINGLES	Sheldon Bagrie-Howley - Post Section Play	Tayla Bruce - Post Section Play
MIXED PAIRS	Sheldon Bagrie-Howley and Tayla Bruce - Post Section Play	

TRANS TASMAN

Queensland, Australia. 31 May - 2 June 2017

PARA SPORT

Para-Sport – Tests won New Zealand (O) Australia (3) Australia won the overall trophy

 .,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,	
Mark Nobel, Graham Skellern, Carolyn Crawford, Sue Curran & Dave Stallard.	New Zealand = O Australia = 3
Peter Blick & Ann Muir Directors	Australia won the trophy

RESULTS

Development - Tests won New Zealand (1) Australia (5) Australia won the overall trophy.

	DEVELOPMENT	RESULTS
MEN	Sheldon Bagrie-Howley, Seamus Curtin, Richard Hocking Finbar McGuigan & Aidan Takarua.	New Zealand = O Australia = 3
WOMEN	Kimberley Hemingway, Ashleigh Jeffcoat, Natasha Russell, Sarah Scott, & Nicole Toomey.	New Zealand = 1 Australia = 2

Open – Tests won New Zealand (O) Australia (6) Australia won the overall trophy.

	OPEN	RESULTS
MEN	Ali Forsyth, Paul Girdler, Shannon Mollroy Blake Signal, Mike Kernaghan, Tony Grantham & Mike Nagy.	New Zealand = O Australia = 3
WOMEN	Jo Edwards MNZM, Val Smith, Angela Boyd, Kirsten Edwards, Katelyn Inch, Selina Goddard & Taya Bruce.	New Zealand = O Australia = 3

EIGHT NATIONS

Queensland, Australia. 3 - 7 June 2017

Para-Sport - Tests won New Zealand (O) Australia (3) Australia won the overall trophy

PARA SPORT	RESULTS
Mark Nobel, Graham Skellern, Carolyn Crawford, Sue Curran & Dave Stallard. Peter Blick & Ann Muir Directors	B6/7/8 Triple Silver Partially Sighted - Section Play

DEOLUTO

Open - Tests won New Zealand (1) Australia (5) Australia won the overall trophy.

	OPEN	RESULIS
MEN	Ali Forsyth, Paul Girdler, Shannon McIlroy Blake Signal, Mike Kernaghan, Tony Grantham & Mike Nagy.	Singles = Gold Pairs = Silver Triples = Bronze Fours = Gold
WOMEN	Jo Edwards MNZM, Val Smith, Angela Boyd, Kirsten Edwards, Katelyn Inch Selinda Goddard & Tayla Bruce.	Singles = Silver Pairs = Section Play Triples = Silver Fours = Section Play



SNAPSHOT OF BOWLS IN NEW ZEALAND

TOTAL PARTICIPATION 142,952

As at 30 June 2017, Bowls New Zealand continues to grow

National Participation Programmes:



Media Partners:





NATIONAL TEAM:

National Team:



Youngest Blackjack Ever: Most Capped Blackjack Ever: Shannon McIlroy Rowan Brassey

Commonwealth Games = 12-Gold, 11-Silver, 15-Bronze

World Bowls Champs = 19-Gold, 12-Silver, 23-Bronze

Traditional players:

37,882

Casual players:

105,070 (73.5%)

Participation growth on previous year:

8.56%



(26.5%)

EVENTS:

8 National Events per annum:

Heartland Bank National Open Championships

National Interclub

National Intercentre

National Intercentre Under 8's

National Mixed Pairs

National Club Championships

Kittyhawk Under 21 Singles

National Under 18 Singles

TOTAL CLUBS = 511

Community
Development = 4

Community Clubs: 230

Metropolitan Clubs: 281

Partner Clubs: 119

Accredited Coaches: = 1201

Accredited Officials: = 842

The Bowls New Zealand National Awards

NATIONAL

AWARDS

recognise and honour those who have made outstanding contributions to the bowls community during the 2016-2017 season.

Congratulations to all of this year's finalists and winners.

2016-2017 Season

Centre of the Year

Winner: Bowls Southland Finalists: Far North, North Harbour, Taranaki.

TOWER Club of the Year

Winner: Burnside Bowling Club Finalists: Blockhouse Bay, Browns Bay, Sunnybrae, Wilton.

Male International Player of the Year

Winner: Shannon McIlrov Finalists: Ali Forsyth, Mike Kernaghan.

Female International Player of the Year

Winner: Jo Edwards, MNZM Finalists: Angela Boyd.

Para-sport Player of the Year

Winner: David Monk Finalists: Sue Curran, David Stallard.

Male Domestic Player of the Year

Winner: Dean Elgar Finalists: Blake Signal, Gary Lawson.

Female Domestic Player of the Year

Winner: Tayla Bruce Finalists: Debbie White.

Male Development Player of the Year

Winner: Richard Hocking Finalists: Sheldon Bagrie-Howley, Taylor Horn.

Female Development Player of the Year

Winner: Ashleigh Jeffcoat Finalists: Kimberley Hemingway, Sarah Scott, Natasha Russell.

Male Under 18 Player of the Year

Winner: Seamus Curtin Finalists: Bradley Down, Finbar McGuigan, Aidan Takarua.

Female Under 18 Player of the Year

Winner: Natasha Russell Finalists: Paris Baker, Ashleigh Jeffcoat.

Coach of the Year

Winner: Graham Dorreen Finalists: Ann Muir, Diane Smith, Rachel Wybourne-Curtin.

Don Manson Memorial Administrator of the Year

Winner: Warren Fisher Finalists: Rob Beckett, Richard Corry, Rod Duncan.

Official of the Year

Finalists: Sue Way, Joan Wilson. Winner: Steve Sargent

Greenkeeper of the Year

Winner: Glen Miller Finalists: Gary Lilley, Ron Sabin, John Squire, Eamon Walsh.

Volunteer of the Year

Finalists: Barry Aspin, David Dornan, Jan Larrington, Pete Sheehan. Winner: Arjan van Hasselt

Media Award

Finalists: Dale Budge, Grant Hassall. Winner: Tony Smith



RSM Hayes Audit

Newmarket, Auckland 1149 Level 1. 1 Broadway Newmarket, Auckland 1023

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Independent Auditor's Report

To the members of Bowls New Zealand Incorporated

Opinion

We have audited the special purpose consolidated financial statements of Bowls New Zealand Incorporated and subsidiary (the group), which comprise:

- the consolidated statement of financial position as at 30 June 2017;
- the consolidated statement of comprehensive revenue and expense for the year then ended;
- the consolidated statement of changes in net assets/equity for the year then ended; and
- the statement of accounting policies and notes to the consolidated special purpose financial statements

In our opinion, the consolidated financial statements on pages 29 to 37 present fairly, in all material respects, the financial position of Bowls New Zealand Incorporated and group as at 30 June 2017, and their financial performance for the year then ended in accordance with the stated special purpose accounting policies.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (New Zealand) (ISAs (NZ)). Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the consolidated financial statements section of our report.

We are independent of Bowls New Zealand Incorporated and group in accordance with Professional and Ethical Standard 1 (Revised) Code of Ethics for Assurance Practitioners 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, Bowls New Zealand Incorporated or its subsidiary.

Other information

The board are responsible for the other information presented on pages 1 to 25, 28 and 38-41 (but does not include the consolidated financial statements and our auditor's report thereon), which we obtained prior to the date of this auditor's report. Our opinion on the consolidated 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 consolidated financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If, based on the work we have performed on the other information that we obtained prior to the date of this auditor's report, 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.

THE POWER OF BEING UNDERSTOOD AUDIT | TAX | CONSULTING



Responsibilities of board for the consolidated financial statements

The board are responsible, on behalf of the entity, for the preparation and fair presentation of the consolidated financial statements in accordance with the stated special purpose accounting policies, and for such internal control as the board determine is necessary to enable the preparation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, the board are responsible, on behalf of the group, for assessing the group'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 those charged with governance 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 consolidated financial statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are 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 with ISAs (NZ) 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 these consolidated financial statements. A further description of the auditor's responsibilities for the audit of the consolidated financial statements is located at the XRB's website at:

https://xrb.govt.nz/Site/Auditing Assurance Standards/Current Standards/Page7.aspx

Who we report to

This report is made solely to the members, as a body. Our audit has been undertaken so that we might state to the members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than Bowls New Zealand Incorporated and the members as a body, for our work, for this report, or for the opinions we have formed.

Basis of accounting

Without modifying our opinion, we draw attention to Note 1 to the special purpose consolidated financial statements which describes the basis of accounting. The special purpose consolidated financial statements are prepared solely for the members of Bowls New Zealand Incorporated. As a result, the special purpose consolidated financial statements may not be suitable for another purpose.



RSM Hayes Audit Auckland

17 August 2017

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BOWLS NEW ZEALAND

DIRECTORY

Bowls New Zealand Incorporated. For the year ended 30 June 2017

Nature of business

Bowls New Zealand Incorporated (Bowls NZ) was established on 1 May 1996 from the merger of the New Zealand Bowling Association Inc. and the New Zealand Women's Bowling Association Inc. It is an incorporated society registered under the Incorporated Societies Act 1908.

The objects of Bowls NZ are to promote, organise and foster the game of bowls in New Zealand.

The Board

Cushla McGillivray - Chair, Mike Spring - President, Jeanette Sinclair - Vice President, Daniel Shore, Tony Lepper, Craig Bruce, Hayley Jones (resigned November 2016) and Allan Smith (appointed February 2017).

Chief Executive Officer

Kerry Clark, OBE - resigned 15 June 2017 Mark Cameron - appointed 1 July 2017

Physical Address

12 Hugo Johnston Drive, Penrose, Auckland, New Zealand, 1061

Postal Address

PO Box 62502, Greenlane, Auckland, New Zealand, 1546

Incorporated Society Number

665375

Subsidiary

Bowls Events New Zealand Limited (100% subsidiary)

Board of Directors

John Carter, Michael Kerr, Cushla McGillivray, Ken Wilson - Pyne and Kerry Clark, CNZM.

APPROVAL OF CONSOLIDATED SPECIAL PURPOSE FINANCIAL STATEMENTS

Bowls New Zealand Incorporated. For the year ended 30 June 2017

The Board is pleased to present the approved consolidated special purpose financial statements of Bowls New Zealand Incorporated for the year ended 30 June 2017.

APPROVED

Mr M Cameron Bowls NZ Inc. CEO Mr C Bruce Bowls NZ Inc. Board Member

Date ... 02/08/2017 Date ... 02/08/2017

CONSOLIDATED STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE

Bowls New Zealand Incorporated. For the year ended 30 June 2017

	Notes	2017	2016	
Revenue Revenue from non-exchange transactions	2	1,092,670	1,149,902	
Revenue from exchange transactions Membership fees Functions and events Sponsorship Dividends received Interest received Other operating revenue	3	826,562 114,097 245,318 756 34,667 117,934	859,621 113,043 130,431 515 44,890 63,856	
Total Revenue from exchange transactions		1,339,334	1,212,356	
Total Revenue		2,432,003	2,362,258	
Expenses				
Employee and volunteer related costs Amortisation Depreciation Other expenses	4 6 4	1,016,768 O 47,811 1,547,576	1,104,307 83,334 43,759 1,191,474	
Total Expenses		2,612,156	2,422,874	
Comprehensive Revenue / (Expense)		(180,152)	(60,616)	

These Consolidated Special Purpose Financial Statements should be read in conjunction with the following 'Statement of Accounting Policies' and 'Notes to the Consolidated Special Purpose Financial Statements'.

BOWLS NEW ZEALAND

CONSOLIDATED STATEMENT OF CHANGES IN NET ASSETS/EQUITY

Bowls New Zealand Incorporated. For the year ended 30 June 2017

Notes NET ASSETS / EQUITY	2017	2016	
Accumulated Comprehensive Revenue and Expense			
Opening Balance Transfers (to) / from Reserves Current Year Comprehensive Revenue / (Expense)	120,956 346,764 (180,152)	265,447 (83,875) (60,616)	
Closing Balance	287,568	120,956	
RESERVES			
NZSTI Membership Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen	O nse O	81,571 (81,571)	
Closing Balance	0	0	
Sustainable Operations Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen	500,000 nse 0	500,000 0	
Closing Balance	500,000	500,000	
Tower Bowls Development Fund Opening Balance			
Transfer (to) / from Accumulated Comprehensive Revenue and Expen	141,716 nse (29,672)	0 141 , 716	
Closing Palanca			
Closing Balance	112,043	141,716	
	112,043	141,716	
Development Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen	415,000	141,716 415,000	
Development Reserve Opening Balance	415,000	415,000	
Development Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen	415,000 415,000 317,092	415,000 O	
Development Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen Closing Balance World Bowls Reserve Opening Balance	415,000 415,000 317,092	415,000 0 415,000	
Development Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen Closing Balance World Bowls Reserve Opening Balance Transfer (to) / from Accumulated Comprehensive Revenue and Expen	415,000 0 415,000 317,092	415,000 0 415,000	

These Consolidated Special Purpose Financial Statements should be read in conjunction with the following 'Statement of Accounting Policies' and 'Notes to the Consolidated Special Purpose Financial Statements'.

CONSOLIDATED STATEMENT OF FINANCIAL POSITION

Bowls New Zealand Incorporated. As at 30 June 2017

	Notes	2017	2016
ASSETS			
Current Assets Cash and cash equivalents Investments Receivables from exchange contracts Receivables from non exchange contracts Inventory GST	5	945,000 310,025 54,629 11,593 8,937 14,152	1,267,894 308,236 101,357 13,807 11,425 5,996
Total Current Assets		1,344,336	1,708,715
Non-current Assets Property, Plant and Equipment	6	103,639	122,735
Total Assets		1,447,976	1,831,450
Current Liabilities Payables under exchange contracts Income in advance	8 9	125,031 8,333	123,187 213,500
Total Current Liabilities		133,365	336,687
Total Liabilities			
Total Elabilities		133,365	336,687
Net Assets		1,314,611	1,494,763
	7		

These Consolidated Special Purpose Financial Statements should be read in conjunction with the following 'Statement of Accounting Policies' and 'Notes to the Consolidated Special Purpose Financial Statements'.

STATEMENT OF ACCOUNTING POLICIES

Bowls New Zealand Incorporated. For the year ended 30 June 2017

1. STATEMENT OF ACCOUNTING POLICIES

Basis of Preparation

The reporting entity is Bowls New Zealand Incorporated ("Bowls NZ"). Bowls NZ is domiciled in New Zealand and is an incorporated society registered under the Incorporated Societies Act 1908. Bowls NZ as an incorporated society is not required to report under the Public Benefit Entity International Public Sector Accounting Standards ("PBE IPSAS") and other applicable financial reporting standards as appropriate that have been authorised for use by the External Reporting Board for Not-For-Profit entities. However, it has chosen to voluntarily adopt the majority of these standards in the preparation of these special purpose financial statements as it transitions towards full implementation, with the exception of the non-presentation of a statement of cashflows and key management personnel disclosures.

Bowls NZ is a not-for-profit public benefit entity and is eligible to apply Tier 2 Not-For-Profit PBE IPSAS standards on the basis that it does not have public accountability and it is not defined as large. The Board has elected to report consistent with Tier 2 Not-For-Profit PBE Accounting Standards with the exception of the above items, and in doing so has taken advantage of all applicable Reduced Disclosure Regime ("RDR") disclosure concessions.

The significant accounting policies used in the preparation of these financial statements are set out below. These financial statements have been prepared on the basis of historical cost, as modified by the fair value measurement of non-derivative financial instruments, and on a going concern basis.

The board considers that the accounting policies adopted in these special purpose financial statements are appropriate to give the users of the financial statements meaningful information about the performance and position of the organisation for the current year.

Group information - subsidiaries

The consolidated financial statements of the Group include the following subsidiaries: Bowls Events NZ Limited (BENZ).

In December 2000 Bowls NZ established BENZ to manage and operate World Bowls Championship 2008 and other subsequent bowling events. Bowls NZ owns all the shares in this company. The reporting date of Bowls NZ and BENZ is 30 June.

BENZ staged the Asia Pacific Bowls Championships in 2007 and the World Bowls Championships in 2008, both in Christchurch. Surpluses generated from these events were recognised in a separate reserve account. The World Bowls Championship 2016 took place during the 2017 financial year, to which the reserve balance of \$317,092 was applied. As at 30 June 2017, the reserve balance was transferred to accumulated comprehensive revenue and expense and is reflected in the Statement of Changes in Net Assets / Equity. It is the intention of the board that BENZ will be wound up in the near future.

SPECIFIC ACCOUNTING POLICIES

(a). Basis of consolidation

Controlled entities are all those entities over which the controlling entity has the power to govern the financial and operating policies so as to benefit from its activities. The controlled entities are consolidated from the date on which control is transferred and are de-consolidated from the date that control ceases. In preparing the consolidated financial statements, all inter entity balances and transactions, and unrealised gains and losses arising within the consolidated entity are eliminated in full. The accounting policies of the controlled entity, Bowls Events NZ Ltd, are consistent with the policies adopted by the Group.

(b). Revenue

Revenue is recognised to the extent that it is probable that the economic benefit will flow to Bowls NZ and revenue can be reliably measured. Revenue is measured at the fair value of the consideration received or receivable. The following specific recognition criteria must be met before revenue is recognised.

Revenue from non-exchange transactions

Donation

Donations are recognised as revenue upon receipt and include donations from the general public or donations received for specific programmes. In kind services, including volunteer time are not recorded as revenue or expense.

Grant revenu

Grant revenue includes grants given by charitable organisations, philanthropic organisations and businesses. Grant revenue is recognised when received unless there is a clear use or return condition. In this case, revenue is recognised when the conditions attached to the grant have been complied with. Where there are unfulfilled conditions attaching to the grant, the amount relating to the unfulfilled condition is recognised as a liability and released to revenue as the conditions are fulfilled.

Revenue from exchange contracts

Membership fees

Annual fees and subscriptions from bowls clubs are recognised in revenue evenly over the membership period.

Functions and event income

Entrance fees for functions and events are recorded as revenue when the function or event takes place.

STATEMENT OF ACCOUNTING POLICIES

Bowls New Zealand Incorporated. For the year ended 30 June 2017

Interest and dividend income

Interest revenue is recognised as it accrues, using the effective interest method. Dividend income is recognised when the dividend is declared.

Sponsorship income

Sponsorship income is recognised upon satisfaction of the terms of the sponsorship.

(C). FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when Bowls NZ becomes a party to the contractual provisions of the financial instrument.

Bowls NZ derecognises a financial asset or, where applicable, a part of a financial asset or part of a group of similar financial assets when the rights to receive cash flows from the asset have expired or are waived, or Bowls NZ has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party; and either:

- Bowls NZ has transferred substantially all the risks and rewards of the asset; or
- Bowls NZ has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.

Financial assets

Financial assets within the scope of PBE IPSAS 29 Financial Instruments: Recognition and Measurement are classified as financial assets at fair value through surplus or deficit, loans and receivables, held-to-maturity investments or available-for-sale financial assets. The classifications of the financial assets are determined at initial recognition.

The categorisation determines subsequent measurement and whether any resulting income and expense is recognised in surplus or deficit or in other comprehensive revenue and expense. Bowls NZ's financial assets are classified as either financial assets at fair value through surplus or deficit, or loans and receivables. Bowls NZ's financial assets include: cash and cash equivalents, short-term investments, receivables from non-exchange transactions, receivables from exchange transactions and investments.

Financial assets at fair value through surplus or deficit

Financial assets at fair value through surplus or deficit include items that are either classified as held for trading or that meet certain conditions and are designated at fair value through surplus or deficit upon initial recognition. Bowls NZ's equity investments fall into this category of financial instruments.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, these are measured at amortised cost using the effective interest method, less any allowance for impairment. Bowls NZ's cash and cash equivalents, short-term investments, receivables from non-exchange transactions, receivables from exchange transactions and non-equity investments fall into this category of financial instruments.

Impairment of financial assets

Bowls NZ assesses at the end of reporting date whether there is objective evidence that a financial asset or a group of financial assets is impaired. Different criteria to determine impairment are applied for each category of financial assets. Where an impairment is identified, the carrying amount of the asset is reduced and the loss is recognised in the surplus or deficit for the reporting period.

Financial liabilities

Bowls NZ's financial liabilities include trade and other payables (excluding GST and PAYE), and deferred income (in respect to grants whose conditions are yet to be complied with).

All financial liabilities are initially recognised at fair value (plus transaction cost for financial liabilities not at fair value through surplus or deficit) and are measured subsequently at amortised cost using the effective interest method.

(D). CASH AND CASH EQUIVALENTS

Cash and cash equivalents are short term, highly liquid investments that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value.

(E). SHORT TERM INVESTMENTS

Short term investments comprise term deposits which have a term of greater than three months and less than 12 months and therefore do not fall into the category of cash and cash equivalents.

(F). INVENTORIES

Inventories held are measured at the lower of cost and net realisable value.

BOWLS NEW ZEALAND
21st ANNUAL REPORT

STATEMENT OF ACCOUNTING POLICIES

Bowls New Zealand Incorporated. For the year ended 30 June 2017

(G). PROPERTY, PLANT AND EQUIPMENT

Items of property, plant and equipment are measured at cost less accumulated depreciation and impairment losses. Cost includes expenditure that is directly attributable to the acquisition of the asset. Where an asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition.

Depreciation is charged on a straight line basis over the useful life of the asset. Depreciation is charged at rates calculated to allocate the cost of the asset less any estimated residual value over its remaining useful life:

- Motor Vehicles 20%
- Building Improvements 17%
- Office Equipment 20% to 36%

Depreciation methods, useful lives and residual values are reviewed at each reporting date and are adjusted if there is a change in the expected pattern of consumption of the future economic benefits or service potential embodied in the asset.

(H), INCOME TAX

Bowls NZ is wholly exempt from New Zealand income tax having fully complied with all statutory conditions as an amateur sports promotor under section CW 46 of the Income Tax Act 2007.

(I). GOODS AND SERVICES TAX (GST)

Revenues, expenses and assets are recognised net of the amount of GST except for receivables and payables, which are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the Inland Revenue Department is included as part of receivables or payables in the statement of financial position.

(J) LEASES

Payments on operating lease agreements, where the lessor retains substantially all the risk and rewards of ownership of an asset, are recognised as an expense on a straight-line basis over the lease term.

Payments on finance lease agreements, where the lessee retains substantially all the risks and rewards of ownership of an asset, are capitalised. The asset and the corresponding liability are recorded at inception at the fair value of the leased asset.

Interest charges under finance leases are apportioned over the terms of the respective leases.

Capitalised leased assets are depreciated over their expected useful lives in accordance with rates established for similar assets.

(K). EMPLOYEE BENEFITS

The costs for wages and salaries, annual leave and accumulating sick leave are recognised in surplus or deficit during the period in which the employee provided the related services. Liabilities for the associated benefits are measured at the amounts expected to be paid when the liabilities are settled.

(L). SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of Bowls NZ's consolidated special purpose financial statements requires management to make judgements, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the accompanying disclosures, and the disclosure of contingent liabilities. Uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of assets or liabilities affected in future periods.

Judgements

In the process of applying Bowls NZ's accounting policies, management has made the following judgements, which have the most significant effect on the amounts recognised in the consolidated special purpose financial statements:

Operating lease commitments

Bowls NZ has entered into a number of operating leases.

Bowls NZ has determined, based on an evaluation of the terms and conditions of the arrangements, such as the lease term not constituting a substantial portion of the economic life of the property, that it does not retain all the significant risks and rewards of ownership of these properties and accounts for the contracts as operating leases.

Estimates and assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date, that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year, are described below:

Useful lives and residual values

The useful lives and residual values of assets are assessed using the following indicators to determine potential future use and value from disposal:

- The condition of the asset
- The nature of the asset, its susceptibility and adaptability to changes in technology and processes
- The nature of the processes in which the asset is deployed
- Availability of funding to replace the asset
- Changes in the market in relation to the asset

The estimated useful lives of the asset classes held by Bowls NZ are listed in 'Property, plant and equipment' above.

NOTES TO THE CONSOLIDATED SPECIAL PURPOSE FINANCIAL STATEMENTS

Bowls New Zealand Incorporated. For the year ended 30 June 2017

2. REVENUE FROM NON-EXCHANGE TRANSACTIONS	2017	2016	
Grants received			
Sport NZ - High Performance	125,000	250,000	
Sport NZ - Community Sport	249,000	271,500	
Blue Waters Community Trust	0	20,000	
Blue Sky Community Trust	0	2,000	
New Zealand Community Trust	355,167	223,500	
Southern Trust	30,000	11,333	
Sport New Zealand	10,000	1,176	
Pub Charity	0	10,000	
Lion Foundation	45,000	45,000	
Foundation North	29,750	54,750	
Christchurch City Council	100,000	100,124	
Mainland Foundation	0	3,740	
Infinity Foundation	0	1,969	
MBIE	100,000	0	
Other	48,753	154,811	
Total Revenue from non-exchange transactions	1,092,670	1,149,902	

3. SPONSORSHIP

During the year the following entities provided gratefully received sponsorship to Bowls NZ; Tower Insurance, Onu Sportswear, Heartland Bank, Hospitality Services Ltd, Tiger Turf, Autex Industries Ltd, Christchurch City Council and Lion Nathan.

Bowls NZ receives development funds from Tower Insurance, and these are to be utilised for development purposes as agreed by Tower. The Tower Bowls Development Fund Reserve shows the balance of the fund as at 30 June 2017, being the net movement between development funds received and spent during the period.

4. ANALYSIS OF OTHER EXPENSES

Total Other Expenses	1,547,576	1,191,474
Audit Fees	18,700	18,700
Other Expenses	93,793	108,601
Board expenses	34,243	39,233
Vehicle expenses	64,461	39,910
Professional services and consultancy	78,929	94,972
Coaching and development	51,663	68,879
Loss on disposal	0	16,053
Lease Expenses	134,330	148,862
IT, Marketing, and communications	306,712	223,383
Direct costs of events and tournaments	764,746	432,882
Expenses		
Amortisation Amortisation of intangible asset	0	83,334
	2017	2016

The intangible asset in 2016 (NZ Sports Turf Institute contractual rights) was amortised over 5 years. The final amortisation of \$83,334 was reflected in the 2016 financial year.

BOWLS NEW ZEALAND

NOTES TO THE CONSOLIDATED SPECIAL PURPOSE FINANCIAL STATEMENTS

Bowls New Zealand Incorporated. For the year ended 30 June 2017

5. INVESTMENTS

		2017	2016	
Cash and deposits at bank with maturities greater than 3 months and less than 1 year		300,000	300,000	
Turners Ltd Shares		10,025	8,236	
Total Investments		310,025	308,236	
6. PLANT, PROPERTY AND EQUIPMENT				
2017	Building Improvements	Motor Vehicles	Office Equipment	TOTAL
Opening net book value	59,399	10,944	52,401	122,744
Additions	0	0	29,006	29,006
Disposals	0	0	(300)	(300)
Depreciation	(11,685)	(7,276)	(28,850)	(47,811)
Closing net book value	47,714	3,668	52,257	103,639
Closing net book value 2016	47,714	3,668	52,257	103,639
	47,714	3,668	52,257 31,398	103,639 49,625
2016	,			49,625 132,317
2016 Opening net book value Additions Disposals	6 70,097 0	18,221 0 0	31,398 62,220 (15,438)	49,625 132,317 (15,438)
2016 Opening net book value Additions	6 70,097	18,221	31,398 62,220	49,625 132,317
2016 Opening net book value Additions Disposals	6 70,097 0	18,221 0 0	31,398 62,220 (15,438)	49,625 132,317 (15,438)
2016 Opening net book value Additions Disposals Depreciation Closing net book value	6 70,097 0 (10,704)	18,221 0 0 (7,277)	31,398 62,220 (15,438) (25,779)	49,625 132,317 (15,438) (43,760)
2016 Opening net book value Additions Disposals Depreciation	6 70,097 0 (10,704)	18,221 0 0 (7,277)	31,398 62,220 (15,438) (25,779)	49,625 132,317 (15,438) (43,760)

The Board aims to be a prudent steward of its finances and accordingly has resolved to recognise the above reserves, the purpose of these reserves is as follows:

317,092 141,716

415,000

1,373,808

112,043

415,000

1,027,043

Sustainable Operations Reserve

Tower Bowls Development Fund

Sufficient to cover estimated core operating costs for six months.

World Bowls Reserve

World Bowls Reserve

Development Reserve

Total Reserves

This was available for expenditure associated with the World Bowls 2016 tournament which occurred during the period. The reserve balance has been utilised and the reserve closed with a transfer to accumulated total comprehensive revenue and expense reflected in the Statement of Changes in Net Assets/Equity.

Tower Bowls Development Reserve

Tower Bowls Development Reserve: to be available for development purposes as agreed with Tower.

Development Reserve

To be available for investment in new initiatives associated with growing the participation base or providing best practice tools and training to identified Regions, Centres and Clubs.

NOTES TO THE CONSOLIDATED SPECIAL PURPOSE FINANCIAL STATEMENTS

Bowls New Zealand Incorporated. For the year ended 30 June 2017

8. CATEGORIES OF FINANCIAL ASSETS AND LIABILITIES (CARRYING AMOUNTS)

Financial Assets - Loans and receivables Cash and deposits at bank with maturities of less than 3 months Cash and deposits at bank with maturities greater than 3 months and less than 1 year	2017 945,000 300,000	2016 1,267,894 300,000	
Receivables from exchange transactions	54,541	85,548	
Total Financial Assets	1,299,541	1,653,442	
Financial liabilities - at amortised cost Trade and other creditors Income in advance	(125,031) (8,333)	(123,187) (213,500)	
Total Financial liabilities - at amortised cost	(133,365)	(336,687)	
9. INCOME IN ADVANCE	2017	2016	
New Zealand Community Trust Ministry of Business & Innovation (Major Events)	8,333 O	163,500 50,000	
Total Income in Advance	8,333	213,500	

The above funds have been received during the year but revenue recognition has been deferred to the following year.

10. COMMITMENTS

Total Operating lease commitments	206.468	194.191	
Later than five years	0	0	
Later than one year and no later than five years	114,604	141,946	
Not later than one year	91,864	52,245	
Operating lease commitments			
	2017	2016	

Operating commitments consists of leases for motor vehicles, office space, and office equipment.

11. CONTINGENT LIABILITIES AND GUARANTEES

There are no contingent liabilities or guarantees as at 30 June 2017 (2016: nil).

12. RELATED PARTIES

There are no related party transactions for the year ended 30 June 2017 (2016: nil).

13. EVENTS AFTER THE BALANCE DATE

There were no events that have occurred after the balance date that would have a material impact on these consolidated special purpose financial statements.







Patron

Her Excellency The Right Honourable Dame Patsy Reddy GNZM QSO

President

Mike Spring

Vice President

Jeanette Sinclair

Board

Cushla McGillivray – Chair Matt Benson (resigned Sept 2016) Craig Bruce Daniel Shaw Alan Smith (from Feb 2017) Hayley Jones (resigned Nov 2016) Tony Lepper

National Selectors/Coaches

Dave Edwards – National Coach & Convenor of Selectors Peter Belliss, MBE – National Assistant Coach & Selector Raelene Peters – National Assistant Coach & Selector Sharon Sims, MNZM – National Assistant Coach & Selector

Bowls NZ Judicial Committee

Keith Berman – Chair Tom Goddard, CNZM Trevor McComish Allan Spence, MNZM Feona Sayles

Northern Region Judicial Committee

Matt Taylor - Chair Brian Guy George Shaw Grant Smith

Central Region Judicial Committee

John Earles John Hanning

Southern Region Judicial Committee

John Bisphan – Chair Cyril Gilfedder Peter Harris Alex Wilson

Risk and Audit Committee

Craig Bruce - Convenor Tony Lepper Allan Smith Daniel Shore

Remuneration Committee

Cushla McGillivray - Convenor Craig Bruce Tony Lepper

Umpires Committee

Kerry Clark, CNZM – Chair Michael Ayers Michael Johnson Helen Stallard Peter Turnbull

Legal Advisor Maria Clarke LLB (Hons) BA

Auditors

RSM Hayes Audit

Past Presidents

1996/1997 - Joan Jaggar, ONZM (Auckland)*
1997/1998 - Malcolm Kidd (Waikato)
1998/1999 - Edna Higgins (Nelson)*
1999/2000 - Ken Stott (Dunedin)
2000/2001 - Jean Curry, ONZM (Far North)*
2001/2002 - Brian Guy (Bay of Plenty)
2002/2003 - Margaret Malcolm, ONZM (Dunedin)
2003/2005 - John Carter (Wellington)
2005/2007 - Joy Gilson (Southland)
2007/2009 - Martin Christensen (Gisborne East Coast)

Life Members Bob Vinsen*

2009/2011 - Coral Wing (Manawatu)

2011/2013 - Trevor McComish (Wellington)

2013/2015 - Ann Muir, QSM (Northland)

Peter Belliss, MBE Jean Ashby, ONZM Martin Christensen

Bowls Events New Zealand Board

Kerry Clark, CNZM John Carter Michael Kerr Cushla McGillivray Ken Wilson-Pyne

National Office Staff

Chief Executive Officer – Kerry Clark CNZM National Participation & Development Manager – Chris Wilson (left May 17)

Commercial & Marketing Manager – lan Watson Events Manager – Helen Stallard

National Coach Development Manager – Kaushik Patel Executive Assistant – Nicki Patrick

Marketing & Communications Coordinator – Ashleigh Benny

National Coach – Dave Edwards (left Dec 16)

National Lead Coach – Sharon Sims, MNZM National Assistant Lead Coach – Peter Bellis, MBE

National Assistant Lead Coach – Peter Bellis, MBE Northern Community Development Officer – Martin Mackenzie

Midlands Community Development Officer – Steve Beel Central Community Development Officer – Keith Slight Southern Community Development Officer – Lorraine McLeod

Bowls Events New Zealand Staff

Events Manager - Bill Fowlie (left Feb 17)

AKTIVE Contract Staff

Diego Orejuela Sherry Yang

> OUR PEOPLE

lacksquare

^{*} Deceased

BOWLS NEW ZEALAND 21st ANNUAL REPORT



2016/2017

Barry Holmes (Wellington): New Zealand Bowling Association Councillor (1992 - 1996), NZBA Executive Member (1994 - 1996, Bowls New Zealand Executive Member (1996 - 1999), Past President and Life Member of SCANZ

Jean Ryan (Auckland) (Roskill Club and Onehunga Women's Club) - Cap 21 - represented New Zealand at Women's World Bowls 1988 in Auckland. Won 6 National titles.

Charles T. Cowman (Nelson): 1990/91 - 1996 Councillor New Zealand Bowling Association, 1996 - 2000 Councillor Bowls New Zealand, 2003 Awarded Bowls NZ Long Service Award

Danny O'Connor (Auckland) (Okahu Bay Club) - Cap 65 - represented New Zealand at Commonwealth Games 1982 in Brisbane and Trans-Tasman 1982 and 1983. Winner of NZ Gold Star and bar for 10 National Open Titles.

Mal Morrison (Paeroa), former National Selector, Manager of NZ teams and Councillor.

Lynette (Lyn) McLean - Women's cap 25, Northern Bowling Club, Manawatu Centre, Commonwealth Games 1990 - Auckland, Asia/Pacific Championships 1989 - Fiji.

Alan Boulton (Taranaki), former National Selector and Councillor.

Audrey Fry (Northland), President NZWBA 1993 -1994, Councillor Bowls New Zealand 1996-1999.

Des Craig (Wellington), NZWBA Councillor 1978-1980, 1981 - 1986, 1993 - 1996. Bowls NZ Councillor 1996 -2000, Bowls NZ Executive Member 1997 - 1999, Life Member Bowls Wellington.

Partners







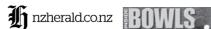
BOWLS NZ SPONSORS













Principle Sponsor:

Major Sponsors:









Suppliers































On finity



Christchurch City Council









OUR VALUES -

Enjoy our greens and facilities, our social interactions, our game.

Grow the game, our image, our abilities, our future.

Share our resources, our stories, our knowledge, our skills and experiences.

Honour and respect our diversity, our history, our values, our achievements.

Succeed by planning, investing and cooperating, and that we celebrate our success on and off the green.



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