



Table of Contents

PRESIDENT'S PAGE	2
CLUB CHARTER	3-4
HOW WE DELIVER Our Teams	5
OUR ENVIRONMENT	6
KEY THEMES	7
WHAT WE WILL DELIVER	8
INITIATIVES TO SUPPORT BUSINESS GROUP KEY THEMES	9
Enhancing Corporate Governance	9
Integrated End to End Planning	10
Strong Member Engagement	11
Building Capability	12
Stakeholder Advocacy & Engagement	13
Financial Strategy	14

Strategic Business Plan

The New Zealand Kennel Club Inc.

Strategic Areas of Focus > Business Plan > Operations Plan

PRESIDENT'S PAGE

The New Zealand Kennel Club's focus for the next 5 years and into the future is providing value for money in the services we offer and enabling our members to easily participate in canine related activities. By streamlining processes and achieving more value for money we will ultimately enhance the Club's performance and enable us to deliver a financially sustainable operating model for many years to come.



New Zealand is facing a range of issues in today's global climate. Everybody has their part to play to ensure sustainable future proof solutions are in place.

We too must look at how we can do things more efficiently. Our members and the environment are constantly evolving. We have to demonstrate we offer the best value today and in the future.

Over the last six months the Strategy Committee has constructed a longer term roadmap to guide our development and ensure that we can respond to the changing needs of the club. We have vision, purpose and a view to how we want to operate going forward.

Commitment to Our Members

We will work closely with our members and our stakeholders so that we understand what they need and deliver the best possible service.

Transparency

We will operate in an open and transparent way. The more open, consultative and democratic we can be the more satisfied our members will feel.

Value Staff

We want our people to be skilled, capable and supported. Our people are delivering on our goals and we want everyone to be involved and be part of our vision

Execution

We will develop planning methods that will enable us to get the best financial and performance results without lowering the quality of the services we deliver.

Respect

We will treat people with respect.

This plan contains some ambitious but achievable initiatives. I know that if we work together, we can make the New Zealand Kennel Club a high performing, financially sustainable organisation that will effectively promote and support canine sports into the future.

Our Vision

To be nationally recognised as New Zealand's premier organisation governing canine sport and related activities.

Owen Dance

President

On behalf of the New Zealand Kennel Club Inc.

Peter Dunne

Director/Secretary

On behalf of the New Zealand Kennel Club Inc.

CLUB CHARTER

The New Zealand Kennel Club is a Society that strives to deliver excellence for its members, progressing canine sport in New Zealand and maintaining a registry of pedigree information that is robust and reliable. The New Zealand Kennel Club will be seen as a leader in progressing Dog Sport globally.

The Club Charter is read in conjunction with the rules and regulations in force as amended from time to time.

The New Zealand Kennel Club promotes and strives to embrace:

- Animal Welfare
- Honesty
- Integrity
- Respect

The New Zealand Kennel Club utilises its rules and regulations to achieve its goals including:

- Agility Regulations
- Judges Regulations
- Obedience Regulations
- Registration Regulations
- Show Regulations

The New Zealand Kennel Club along with its members (clubs and individuals) subscribes to the following principles:

1. Responsible Dog Ownership including:

- a. Owners ensure that dogs' welfare is a priority at all times.
- b. Appropriate housing, feeding, exercise and veterinary attention.
- c. Maintaining control of one's dogs to avoid becoming a public nuisance.
- d. Dogs are properly, identified (including micro-chipping and registration).
- e. Owners clean up after their dogs in public places and dog friendly venues.
- f. Owners won't offer dogs (directly/indirectly) as prizes or donations in a competition
- g. Owners ensure they adhere to all legislation and by-laws governing dogs including but not limited to:
 - i. The Animal Welfare Act (incorporating the Dog Code)
 - ii. The Dog Control Act
- h. Breeders ensure they supply new owners all appropriate the New Zealand Kennel Club paperwork for dogs they sell, on time and in line with sale agreements at no extra cost.

2. Responsible Breeding including:

- a. Breeders ensure that dogs' welfare is a priority at all times.
- b. Breeders ensure they meet the requirements of the Animal Welfare Act in relation to breeding and sale of puppies/dogs.
- c. Breeders ensure they inform new owners (those to whom they sell dogs) about how a dog should be cared for, diseases that dogs may be prone to (including measures to take to ensure good health where appropriate) and a dietary regime to be followed.
- d. Breeders ensure that they practice best practice in relation to commercial transactions, protecting themselves the consumer and ultimately the dogs they sell.
- e. Breeders ensure they have control of the entire sale process to maintain ultimate accountability.
- f. Breeders won't offer dogs (directly/indirectly) as prizes or donations in a competition
- g. Breeders ensure they adhere to all statute governing dogs including but not limited to:
 - i. The Privacy Act
 - ii. The Consumer Guarantees Act

- iii. The Fair Trading Act
 - iv. The Animal Welfare Act (incorporating the Dog Code)
 - v. The Dog Control Act
- h. Breeders ensure they supply new owners all appropriate the New Zealand Kennel Club Paperwork for dogs they sell, on time and in line with sale agreements at no additional cost.

3. The New Zealand Kennel Club Incorporated and its members observe and adhere to the following:

- a. Equality before the law (all members are subject to the same rules and regulations)
 - b. Right to Privacy (all members have the right to privacy, but realise that in relation to the registry information privacy is not afforded automatically)
 - c. Human Rights – The New Zealand Kennel Club Members respect each individuals basic human rights including but not limited to:
 - i) Freedom from discrimination i.e. discrimination based on the ethnicity, religious beliefs, gender etc.
 - ii) Free speech and free opinion
 - iii) Safety from violence and abuse (including physical, emotional and verbal)
 - iv) Fair trial and due process (including the right to appeal)
 - v) To be innocent until proven guilty
 - vi) To vote on club matters (utilising the appropriate channels)
- 4. Protection of Children's Rights** – The New Zealand Kennel Club protects the rights of children who take part in New Zealand Kennel Club activities.
- 5. Honesty & Integrity** – The New Zealand Kennel Club members act with honesty and integrity in all their dealings.
- 6. Respect** – The New Zealand Kennel Club and its members recognise the need for mutual respect and co-operation in all aspects of club activities.
- 7. Right to Compete** – The New Zealand Kennel Club and its members recognise that all members have the right to compete in events.
- 8. Responsible Commerce** – The New Zealand Kennel Club supports responsible business practices and members recognise the need to adhere to all relevant statute to protect, Dogs, consumers and themselves
- 9. Welfare of Animals** –The New Zealand Kennel Club members protect the welfare of their dogs and all animals

HOW WE DELIVER

The New Zealand Kennel Club is led by the Director/ Secretary. All operations are managed by the Director Secretary. The Executive Council (akin to the Board of Directors) ensures that the organisation is given strategic direction and assists the Director/Secretary to deliver to the membership. The New Zealand Kennel Club has a number of roles to fulfil from Information Management to Property Management and a host of other management disciplines.

Our Teams

Member Support Service

The New Zealand Kennel Club is firstly a club for dog owners and to support our members the Member Support Service is in place and covers various aspects of members' engagement with the club including:

- Awards & Certificates
- Club Stationery
- Clubs Administration
- Dog Registrations (including Import & Export)
- General Support Services & Enquiries
- Judges Administration
- Membership (New & Renewals)
- Show Calendar
- Show Management

The Member Support team ensure that the integrity of the New Zealand Kennel Club registration system (The Registry) is maintained at all times ensuring that regulations are carefully adhered to and members are assisted to understand their obligations and options.

NZ Dog World & Kennel Gazette

NZ Dog World provides a world class publication for our members and other interested parties. The publication covers a wide range of content including:

- Information & Education
- Minutes of Meetings
- Rule & Regulation changes
- Show Schedules

The magazine is also available electronically for those members who prefer to access information electronically.

Website Maintenance & Development

The internet is widely accepted as one of the primary forms of communication reaching a vast audience. Website maintenance and development is a critical business area as it offers our membership secure, easy access to information in real time and enables members to transact with the Kennel Club electronically.

Accounting & Financial Management

The accounting function is crucial to the effective management of the New Zealand Kennel Club. Some of the core deliverables of the Accounting function include:

- Budget & Forecast Development
- Business Analytics
- Cash Management
- Contract Management (Including Venue Hire)
- Credit Control
- Engaging with Auditors & other consultants as required
- Financial Reporting
- Internal Controls
- Policy Advice, Review and Development
- Risk Reporting
- Statistical Reporting
- Travel Management
- Vendor Management (including purchasing)

Property Management

The New Zealand Kennel Club has a number of strategic assets throughout New Zealand. Effective and sustainable property management is key to the longevity of our property portfolio, some key deliverables in this area include:

- Facilities Maintenance
- Marketing and Promotion
- Statutory Compliance

We ensure that our assets are utilised to deliver the Membership best long term value.

National Dog Show

The New Zealand Kennel Club delivers a world class National Dog Show each year, showcasing the best New Zealand (and our members) has to offer. The National Dog Show accommodates all of the Dog Sport Disciplines including:

- Agility Events
- Breed Showing
- Dog Obedience Events

OUR ENVIRONMENT

There has been a significant change in our environment over the past few years. We face significant economic challenges as well as a need to focus on supporting our infrastructure and developing our support services to meet the needs of our members.

The fiscal environment has been affecting the New Zealand Kennel Club for some time and we have been taking the opportunity to address this by finding innovative ways to achieve efficiencies.

Our strategic plan includes reorganising our services and looking for more opportunities to achieve further efficiencies and increase value for money.

The Strategic Plan recognises the need for internal and external service measures so that we can identify what we do well and where we need to improve.

Our Strategic Areas of focus are vital to enhancing and evolving the New Zealand Kennel Club into a successful and sustainable organisation.

The areas of focus are:

Effective Corporate Governance

We will ensure best practice corporate governance with a foundation of robust policy, effective risk management frameworks and prudent financial management. We will maintain our position as Good Corporate Citizens.

Integrated End to End Planning

We will ensure that New Zealand Kennel Club develops and maintains business plans at all levels of the organisation to ensure that we are geared in the Short, Medium and Long term to continue to deliver even when the environment changes. Our planning will take into consideration all factors (Inputs, Conversion, and Outputs)

Excellent Engagement with Members

We will engage our members effectively so that we can develop efficient and relevant service offerings that meet everybody's expectations.

Building Capability

We will ensure that we have the right people to fulfil the organisation's needs, with the right skills, attitudes and clear goals.

Advocacy and Communication

We will vigorously pursue dialogue with national and local government on all matters involving management and control of dogs.

Financial Strategy

We will ensure we have the right strategies in place to fund our activities on a long term sustainable basis.

KEY THEMES

This plan supports the key areas of focus for the New Zealand Kennel Club:

Effective Corporate Governance	We will ensure that our governance structures and processes protect the New Zealand Kennel Club's reputation and that accountabilities are clear and is operating effectively
Integrated end to end planning	We will ensure that our planning framework is agile and responsive to the changing environment and enables effective, timely and quality decision making
Excellent engagement with members	We will provide transparent, real-time communication with all members. Our approach is all inclusive and maintains a high level of transparency as far as is practical.
Building capability internally	The New Zealand Kennel Club is committed to investing in our people and the tools they need to do their job well
Advocacy and communication	The New Zealand Kennel Club will take a leadership role in all matters involving dogs
Financial strategy	We will ensure we have appropriate strategies in place to fund our activities

WHAT WE WILL DELIVER

Core Business

The New Zealand Kennel Club will deliver value, effectiveness and efficiency for our members and stakeholders and develop a positive working environment for our people.

What	Who
Core Business	
Providing facilities and infrastructure support services necessary to operate successfully	Executive Council
Strategically managing property assets including their fit out and configuration to optimise the delivery of services and to our members	Executive Council
Enable the NZKC through the provision of centrally delivered core business support activities including purchasing and administrative services, Travel Equilisation and Technology Support	Director Secretary
Identifying new market opportunities and revenue streams	Director Secretary
Providing great member service	Director Secretary
Leadership and professionalism	President & Executive Council

INITIATIVES TO SUPPORT BUSINESS GROUP KEY THEMES

Enhancing Corporate Governance

The New Zealand Kennel Club will ensure that our governance processes are integrated and that we implement processes that will assist the organisation to meet its current and future commitments. This includes:

- Ensuring we provide our people and the users of our services with easy-to-use systems and tools, access to the right information and processes.

We also want to enhance the quality of the information we provide to our business partners and sponsors to:

- Demonstrate that we are effectively monitoring the delivery of our objectives and outcomes
- Enable intelligent decision-making and strengthen our ability to provide alternative and lower cost structures.

Link to strategic portfolio	What	Who	When	Dependencies
Governance	Review the participative processes for members with NZKC	Executive	2013-14	ACOD
Governance	Limit presidential terms to 2 and extend councillor terms to 2-3 years	Executive	2013	ACOD
Governance	Overhaul NZKC's disputes process and procedures	Executive	2014	ACOD
Governance	Establish an independent Show Dog Judges Association	Executive	2013	ACOD
Governance	Establish a separate and accredited Young Kennel Club structure	YKC	2013	ACOD

What we will see if we succeed?

Key Performance Indicator	
The voting and participative process overhauled	Remit to 2013 Conference
Refreshed leadership and greater governance stability	Remit to 2014 Conference
Less dissatisfaction with the disputes process	Remit to 2014 Conference
Autonomy for the Judges Association	Remit to 2014 Conference
Leadership skills and participation will be encouraged in our young people	Review of NZYKC governance and activities in 2013

Integrated End to End Planning

For the New Zealand Kennel Club this means strengthening our planning process to ensure that we have effective strategic and operational plans in place. This strategic planning will enable us to adapt to any environment while making informed, conscious choices.

Link to strategic portfolio	What	Who	When	Dependencies
Property & Assets	Development of 10-year plans for Auckland, Wellington, Forrester Park and CKA Properties	Local Committees	2013-14	Executive
Promotions & Communication	National Dog Show will be taken on the road to achieve more revenue and a greater public gate.	Regionally Lead	Auckland 2014 Wellington 2015 Christchurch 2016	Executive
Animal Welfare	An ongoing investment in Canine Health	CHC	Ongoing	Membership
Core Business	Registry review and enhancement	Director Secretary	2013	Funding
Young Members	Further development of Junior members	NZYKC	Ongoing	Executive
Dog Behaviour	Ongoing investment in Canine Good Citizen	CGC	Ongoing	Funding

What will we see if we succeed?

Key Performance Indicator	
Property assets will be utilised, maintained and replaced in a timely manner and our future expenditure requirements will be easier to forecast	Better understanding of our liabilities and future opportunities
A more engaged market at our premier event	A bigger public gate, greater sponsor engage, more cost effective media exposure
Commitment to canine welfare	Number of members engaged
A more efficient and effective registry tool	Satisfied members
Greater support and commitment from our young people	Increase in young members, long term commitment to the sport
Improved dog behaviour and responsible dog ownership	Less dog bites and an exemplar programme

Strong Member Engagement

For Members this means:

- We involve our members in the design and delivery of our services
- We consistently provide an optimal member service experience, and
- Our members know what to expect in terms of service outcomes

Link to strategic portfolio	What	Who	When	Dependencies
Member Service	Key measures and internal checks to ensure NZKC is responding to its member needs	Director Secretary	Immediately	Staff commitment
Member Service	Review member facing processes and standardise to deliver consistent, quality services	Director Secretary	Ongoing	Staff commitment
Member Service	Introduction of an online service strategy and new product development	Director Secretary	2013/2014	Funding

What will we see if we succeed?

	Key Performance Indicator
A member management system that enables us to respond to the needs of our Members	Member Management System in place
NZKC Administration will be able to support organisational outcomes effectively and efficiently	Less complaints
Service standards for key member facing processes will mean that our members can see how we are performing. It also gives our people targets to achieve and provides management and the Board with visibility into areas that need improvement	Service standards defined
Consistent services mean our members will benefit by knowing they will get the same quality experience	Member satisfaction Survey

Building Capability

The New Zealand Kennel Club will continue to build a workforce that has the capability and the capacity to respond appropriately to our business needs now and into the future. We will ensure our people are supported and developed within a common member service culture, lead by a responsive and capable leadership team.

Link to strategic portfolio	What	Who	When	Dependencies
Internal Capability	Operating an open and consultative environment to encourage leadership at all levels	Director Secretary	Onaoina	Organisation's culture and values
Internal Capability	Identifying systems improvements based on feedback from staff throughout the year	Director Secretary	Ongoing	Organisation's culture and values
Internal Capability	Develop a framework to ensure a strong member service culture exists in the organisation and amongst all staff	Director Secretary	Ongoing	Systems in place
Internal Capability	Ongoing investment in staff training	Director Secretary	Ongoing	Funding training

What will we see if we succeed?

	Key Performance Indicator
We will benefit from the increased accountability and initiative that will result in greater ownership of the work	Staff and member satisfaction survey
Increased engagement with our people will create a happier, healthier workplace	Staff satisfaction survey (JRA)
Increased member satisfaction levels and feedback from our members that we are providing relevant, reliable services	Performance timelines – 10 working day turnaround
NZKC benefits by having a skilled, relevantly trained workforce	Less need to contract out/increased member satisfaction

Stakeholder Advocacy & Engagement

For Stakeholders this means:

- We will engage key stakeholders We will partner sponsors to ensure both parties extract best value from the relationship
 We will represent our members nationally and locally We will be a visible spokesperson on behalf of members

Link to strategic portfolio	What	Who	When	Dependencies
Stakeholder Management	A NZKC stakeholder engagement plan will be developed	Director Secretary	Immediate	Reviewed annually
Advocacy	NZKC will keep abreast of legislative change and represent members in policy dialogues	Director Secretary	Ongoing	Executive Council
Advocacy	NZKC will support members advocating and engaging with local government	Director Secretary	Onaoina	Executive Council
PR & Marketing	NZKC will develop a proactive marketing and communications plan	Director Secretary	Immediate	Reviewed annually
Sponsorship	Sponsorship arrangements will be proactively managed	President	Ongoing	Director Secretary
Animal Welfare	Introduction of an Accredited Breeders Scheme	Director Secretary	2012	Director Secretary
	Eukanuba Canine Good Citizen activities	CGC	Ongoing	Director Secretary
	Establishment of the Animal Welfare Committee	Director Secretary	2013	Executive Council

What will we see if we succeed?

	Key Performance Indicator
Stakeholder engagement will improve	NZKC's reputation as a creditable partner increases
Information flowing to members will increase	Members informed of and engaged with legislative changes
Better relationships between dog owners and local government	More direct contact with Local Government NZ and local authorities
More visibility for NZKC	Number of mentions of NZKC in the media
More value extracted from sponsor relationship	Additional revenue and value from sponsorships

Financial Strategy

The New Zealand Kennel Club will look at its financial strategy to:

- Diversify its revenue streams
- Generate new revenue sources
- Manage existing assets to breakeven or better

Link to strategic portfolio	What	Who	When	Dependencies
Strategic	Build a long term view of all capital assets and budgets that is flexible and robust enough to ensure we maximise the expenditure on assets	Director Secretary	2014	Executive Council
Revenue	Increased/diversified revenue streams	Director Secretary	2014	Robust market analysis
Funding	Develop long term funding strategy	Director Secretary	2014	Strategic management of NZKC

What will we see if we succeed?

	Key Performance Indicator
Better return on investments	Lower cost/subsidy by members
Increased external revenue generation	Increased funding generated from new products/activities
Improved bottom line	No subsidiary of operational activities
A return on investment in public facing activities	The key showcasing opportunity will become an revenue generator