



10 Year Strategy

2021-2030





Introduction

Strategic planning is about taking action to prepare for and overcome challenges and seize opportunities. It is visionary (envisioning the future of the organisation) and directional – systematically moving the organisation towards achieving its ideal future. In doing so it builds on strengths to proactively shape the path ahead.

This plan refreshes our goals for the organisation in line with the challenges and opportunities emerging in the world in which we operate. It weaves together our long-term aspirations with current critical priorities; focusing on those things that we can and need to work on over the next 10 years to enable Dogs NZ to thrive.

We hope you'll support us on our journey and help to build and sustain a thriving organisation centred around the love of dogs.

Brian Harris
President
Dogs New Zealand

How we'll use this strategic plan:

- As a framework and focus for organisational decision making, policy development and resource allocation
- As a platform for building and maintaining a cohesive membership with shared understanding of our aspirations and priorities as an organisation
- As a platform for engaging and partnering with key stakeholders
- As a touchstone to monitor our progress and ensure we're on track





Contents

Where we have come from 6

Where we are now 8

Our mission & purpose.10

Our way forward12

How we'll achieve our goals14

 Strategic priority one15

 Strategic priority two16

 Strategic priority three18

 Strategic priority four 20

 Strategic priority five 22

Enablers24



OUR STORY

Where we have come from



Inaugurated as the NZ Kennel Club in 1886 to formulate rules and regulations for the guidance of dog shows in NZ and establish a registry for dogs entering shows.



NZKC based its original breed standards on those issued by the English specialised breed clubs and in 1901 became affiliated to the Kennel Club of England.



Established as a "club of clubs" in which members of the affiliated regional dog clubs were automatic members of NZKC.



For the past 135 years the organisation has maintained the national register of pedigree dogs in NZ and operated as the country's administrative body for pedigree affairs.



Since the appointment of 22 judges to the first official New Zealand dog show in 1887, The NZKC has been the body to approve judging training and appointments. To better manage the examination and appointment process the New Zealand Dog Judges Association was established as an affiliated body in 2013.

While staying true to these origins, over time we have adapted and adjusted to the evolving needs and interests of dog owners by introducing a diverse range of competitive canine pursuits and activities that support and promote responsible dog ownership.



In 1961 the Obedience Committee was established to guide the development of dog training and obedience competitions.



In 1966 the NZKC allowed the first registrations of non-pedigree dogs so they could participate in obedience competition (a world first for a national Kennel Club).



Agility competitions were introduced in the 1980's and established as a separate committee and competition discipline in 2007.

This diversification has led to substantial increase in membership and the adoption of direct membership to NZKC in the early 1970's.

In recognition of the organisation's broadened focus, in 2017 the NZKC rebranded as Dogs New Zealand.

Throughout this journey we have been guided by an underlying recognition that improving the outcomes for pedigree dogs is critical for the future of the organisation – both in terms of the need to protect and advance the health and wellbeing of these breeds, and to maintain the organisation's social license.

Social license is essentially the support and trust of the public. While we might be meeting all regulatory requirements, Dogs NZ activities must also meet society's expectations

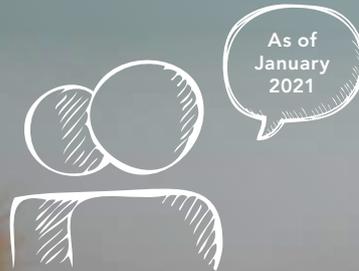
OUR STORY

Where we are now

Dogs New Zealand is the largest organisation of dog owners in New Zealand, with a strong focus on healthy, active, well-mannered dogs and responsible dog ownership.

The breeding of pedigree dogs across 227 recognised breeds remains core to our business however the composition of Dogs NZ membership reflects the diversity of member interests and activities. Approximately 35% of the Dogs NZ membership participate in agility and obedience competitions. Members are also heavily involved in the provision of domestic dog (and owner) training for the public throughout the country.





Dogs NZ has 5,100 individual members



It has 283 affiliated, associated or recognised breed clubs



49 clubs offer the internationally acclaimed Canine Good Citizen programme



59 affiliated or associated clubs are involved in the provision of domestic dog (and owner) training and agility programmes



The organisation sanctions over 650 dog competitions per annum in the disciplines of conformation (breed showing), agility and obedience



It holds the register for over 2,400 kennel names (owned by breeders) with approximately 8,600 puppies registered per annum

Our Mission & Purpose

Dogs NZ is the champion for pedigree dogs and offers all dog lovers the opportunity to be great dog owners and involved in dog competitions

- ♥ We recognise that dogs are an integral part of society
- ♥ We are committed to improving outcomes for pedigree dogs through advancement of excellence in breeding practices, and to ongoing improvement in the health and well-being of ALL dogs
- ♥ We seek to inform, educate and raise awareness of responsible dog ownership and provide opportunities for shared companionship and experiences with other dog owners and their dogs



Our way forward

Future proofing Dogs NZ



Desired Outcomes 2030

- A growing and engaged membership base reflecting diverse demographic and canine interests / activities
- Widely acknowledged leadership in canine breeding health and welfare / NZ pedigree dogs and breeders recognised as exemplars
- Credible, valued and respected authority on excellence in dog ownership





Goals 2021-2030

- To invest in and deliver new services and activities that are relevant to and offer value to dog owners (both existing members and new members)
- To support a strong sustainable club network that is active in their local community and acts as the gateway for new membership
- To invest in registry and database development that provides a valuable service to breeders and a revenue stream that can support the expansion of Dogs NZ activities
- To expand the range of health testing of pedigree breeds by our members via increased adoption of LRL schemes and to educate the public on the value of health testing
- To achieve national recognition of Dogs NZ Breeders Code of Conduct as a best practise standard for dog breeding
- To lift public appreciation of owning pedigree dogs
- To enhance our reputation and trust as a source of valued information on dog care and training that advances responsible dog ownership
- To be recognised in key canine advisory roles by government and influential NGO's



Why this matters

- Attraction and retention of a diversified revenue stream supports ongoing financial stability (ability to invest in programmes and initiatives that advance our purpose)
- Scale and unity will support credibility / social license
- Leadership in breeding health and welfare is the foundation of Dogs NZ social license
- Ability to achieve this outcome protects the future of pedigree dogs in NZ
- Relevancy to broader audiences revolves around responsible dog ownership (from puppy purchase onwards)
- Credibility is necessary in order to function as an effective advocate on matters affecting members' interests

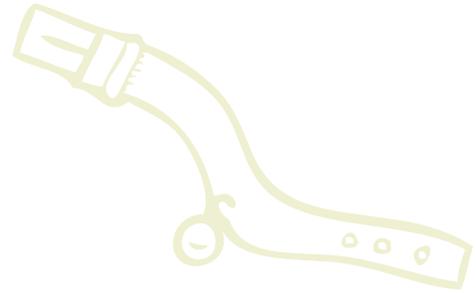
STRATEGIC PRIORITIES

How we'll achieve our goals

Each strategic priority supports multiple goals and leverages our core strengths and capabilities. Together they provide a coherent framework for focusing and co-ordinating our resources to achieve the Dogs NZ's desired outcomes.

- ♡ Some priorities are immediate and necessary as the foundation for other initiatives
- ♡ Detailed implementation plans will be included in our annual business plans





STRATEGIC PRIORITY ONE

Deliver Value to Members

Dogs NZ must be shaped around delivering value to members and appealing to new members as a modern and responsive organisation that is relevant to their needs and interests.

Areas of immediate focus:

Gain better understanding of our membership and commit to improved membership service:

- ♥ Member database development (demographics/participation/needs and interests)
- ♥ Development of membership pathways: ages and stages, opportunities for mentoring and engagement with younger members
- ♥ Alignment of our key activities with member needs and interests
- ♥ Development of new activities and competitive sports that appeal to existing and potential new members

STRATEGIC PRIORITY TWO

Support & Empower Clubs

Our nationwide network of clubs are the key gateway for new members, for sustaining membership over time, and for presenting the local face of Dogs NZ within communities. Clubs are the lifeblood and standard bearers carrying Dogs NZ into the future.

Areas of focus:

-  Clubs review, assessment of support needed, opportunities for mentoring, guidelines for running dog clubs and shows which includes training for Show Managers and Stewards
-  To strengthen our club network we may need to encourage club amalgamations that pool financial and administration resources without compromising our traditional shows schedule
-  Leverage sponsorship partnership to assist clubs to recruit new members and drive increased interest in dog competition events and expand the range of dog activities/ competitions that they offer with the establishment of the Club Tool Kit / New Puppy Owners electronic direct mail (EDM) program
-  Provide clubs with promotional resources to grow junior participation in our JDT/JDH/ YDS programs and undertake a campaign to profile the opportunity for young members to represent NZ at Crufts Dog Show
-  Development of event strategy to promote our National Dog Competition shows and establish a “Best of Dogs NZ national showcase show” that appeals to all dog lovers and champions pedigree dogs and our club activities







STRATEGIC PRIORITY THREE

Expansion of Dog Training Programs

This priority recognises increased demand for dog training, the opportunity to become the dominant national provider of dog training services and to provide an entry point for new members.

Areas of focus:

- ① Expansion of our CGC /CGB programs with all our clubs (including breed clubs)
- ① Staff resources to increase our “Training “capability and achieve CANZ accreditation for our club dog training volunteers as a pilot program
- ① Roll-out of Dogs NZ online Dog Training Booking system to all dog training clubs whom will create a national database of dog owners to which we can promote Dogs NZ / Club membership and competition activities
- ① Provision of puppy training packs to all participants in Dogs NZ training programs in partnership with our sponsor which encourages participation in local club conformation, obedience and agility events once their dog has completed the course
- ① National campaign to promote Dogs NZ dog training programs to dog owners by leveraging sponsorship partnership with direct marketing channel via New Puppy Owners EDM, in store retail promotional activities and exhibition stands at pet expos



STRATEGIC PRIORITY FOUR

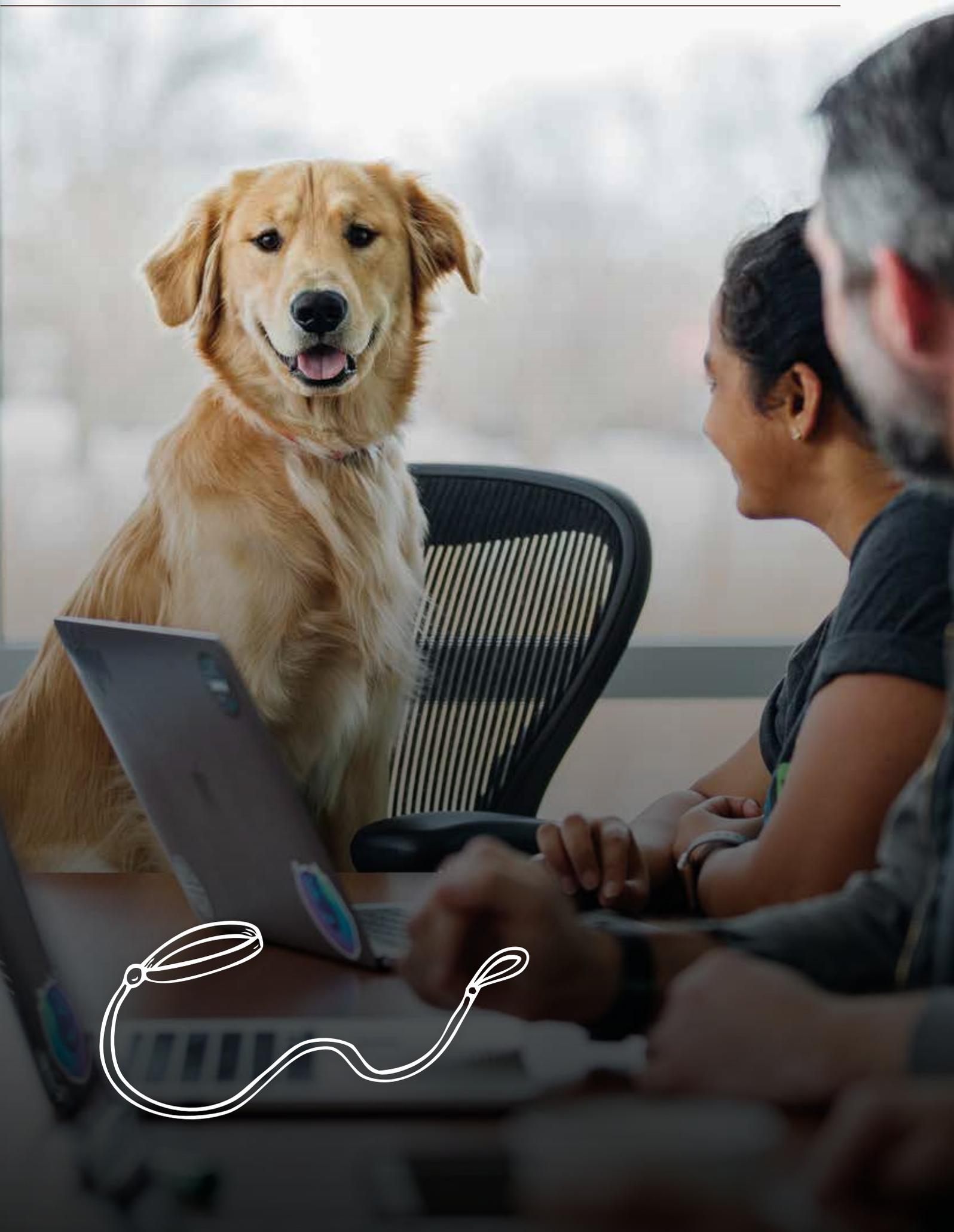
Registry development / communications channels

The Registry is a critical core competency and strategic advantage for Dogs NZ. It offers the opportunity to enhance member value, drive revenue growth and extend the reach of the organisation.

Equally important, Dogs NZ's ability to successfully appeal to and engage with a younger demographic will require a step up in engagement through digital channels that present a modern and responsive interface to the public and allow a seamless delivery of membership services.

Areas of focus:

- ♥ Development of automated national dog & kennel name registry that can be accessed online and by mobile apps, and has the architecture to upscale as required
- ♥ Online automation of membership services and CRM system, including the development of Dogs NZ app with content that is of value to members and has broader appeal to members of public interested in puppy purchase/responsible dog ownership
- ♥ Linked to a national dog health testing database which records an increasing number of LRL Health programs adopted by breeders and clubs
- ♥ Development of Dogs NZ website and online communications channels, including automated direct mail and social media campaigns



STRATEGIC PRIORITY FIVE

Promoting Canine Health and Welfare and Effective Advocacy for pedigree breeds

Being an effective, active advocate for the health and welfare of dogs is a key component to remaining relevant and retaining our social license as an organisation.

We have a long tradition of representing the interests of dog lovers when government legislation is being debated, dating back to the Alsatian Dog Bill in the 1930's.

Our health programme and advocacy initiatives help us to strengthen our relationships with key influencers and provides us with an opportunity to have a voice at the table when legislation affecting dog ownership is discussed.

Areas of focus:

- 🐾 Club driven expansion of LRL Health Testing Schemes for breeds
- 🐾 Joint partnerships with overseas Kennel Clubs / Research institutes to provide a greater range of relevant health tests and health data collection
- 🐾 Continued review and enforcement of Breeders Code of Conduct and support, mentoring and assistance to breeders
- 🐾 Continued development of canine health modules in conjunction with judges training
- 🐾 Development of consistent messaging on our principal, science-led approach to animal welfare and responsible dog ownership that builds credibility with key influencers
- 🐾 Continual development of key strategic relationships (NZVA, CANZ, SPCA, MPI/NAWAC) via exchange representation on key committees and regular participation in joint workshops
- 🐾 Regular consultation with Breed and speciality Clubs regarding LRL Health Testing programmes

Enablers

The following underpin the success of our strategy and will be ongoing areas of focus for Dogs NZ

Effective proactive communications programme

Both internal communication – keeping the membership informed and engaged, and external communication – promoting and communicating our stories, valued content and commentary to stakeholders and the broader public.

- ♥ Use of multiple channels: social media, digital newsletters, website, media releases, opinion-pieces to reach broad demographic
- ♥ Leveraging our sponsorship partnership to maximise reach of communications
- ♥ Maintaining a credible media profile as the voice for responsible dog ownership by building relationships with key media so we can respond swiftly to emerging issues and provide expert comment on relevant matters as appropriate
- ♥ Review Dog World (extent to which meets member needs, opportunity for broader audience)

Governance/appropriate structure for the evolving organisation

Ability to perform as a modern responsive organisation is substantially dependent on a fit for purpose governance structure. Any constitutional review would ideally involve external governance expertise and incorporate the key strategic direction of the organisation

- ♥ Appropriate governance committee structure and composition, relevant skill sets and focus
- ♥ Appropriate voting representation of membership to elect governance team
- ♥ Appropriate, meaningful way for members to have the ability to influence policy development, rules and constitution

Strategic stakeholder relationship management

Planned approach to stakeholder management focused on building good relationships with all those who matter to Dogs NZ outcomes, to ensure that our views are sought and voice heard when issues of canine health & welfare are raised

- ♡ Stakeholder engagement plan
- ♡ Clear identification of relationship management roles and responsibilities
- ♡ Ongoing development of advocacy manifesto / key position statements on issues / emerging issues that impact Dogs NZ outcomes



Dogs
NEW ZEALAND

The home of healthy, active
and well-mannered dogs

