



WHERE HOSPITALITY AND COMMUNITY MEET

Clubs New Zealand Strategic Plan 2025 - 2028



INTRODUCTION



Clubs New Zealand is the leading association for clubs in New Zealand. We are a member led, not-for-profit organisation and represent more than 300 clubs around the country including chartered clubs, community clubs, cosmopolitan clubs, workingmen's clubs, sports clubs and RSAs.

Clubs New Zealand is tasked with enhancing and promoting all aspects of club business. We celebrate the uniqueness of each of our member clubs and have developed a wide range of services and benefits to ensure that each club can continue to operate for the betterment of their communities.

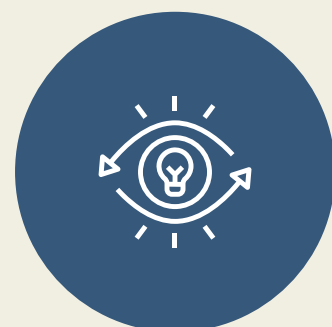
As each year passes, new opportunities emerge. It's our collective effort that will ensure that Clubs New Zealand remains relevant and valuable. We're committed to staying abreast of hospitality trends and the priorities outlined in this strategic plan are designed to guide our organisation in strengthening member clubs while positioning them as vital hospitality venue and community leaders in New Zealand.

OUR PURPOSE



Our main purpose is to:

- Conduct, administer, and maintain an association of clubs within New Zealand which promotes and safeguards the interests, rights and privileges of clubs.
- Promote membership of the Association to Clubs within New Zealand.
- Raise interest and awareness in the value of club membership, particularly the positive physical and mental health benefits derived from social and community participation.
- Promote, facilitate and encourage amateur sporting activities.
- Provide services and assistance including education to member clubs, their committees, and staff which assist in the operation of club facilities for the benefit of their members and the wider community.
- Make representations to and promote the club industry to Government, local authorities, and the public.
- Undertake and promote research, and the publication and dissemination of material relevant to the purposes of the Association.



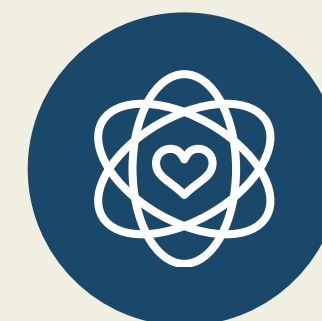
OUR VISION

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



OUR MISSION

To promote and safeguard the interests, rights and privileges of member clubs



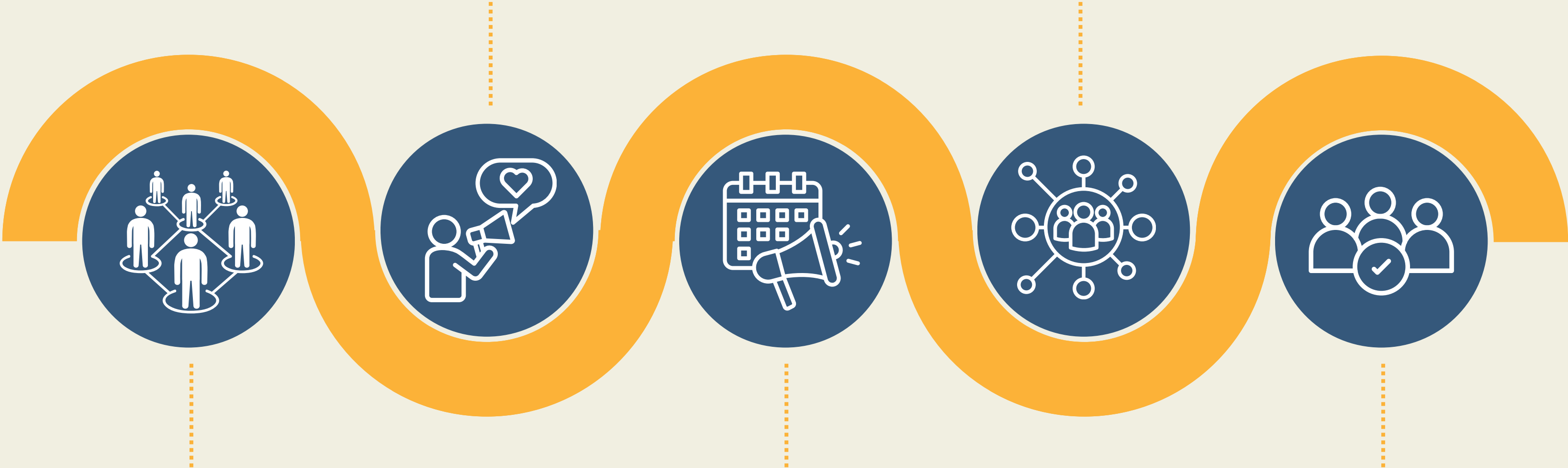
OUR VALUES

Respect, Integrity,
Hospitality & Community

STRATEGIC PRIORITIES 2025 - 2028

ADVOCACY AND
INDUSTRY REPRESENTATION

COMMUNITY AND SOCIAL
PROFILE



PEOPLE AND PARTNERSHIPS

SPORTS AND EVENTS

MEMBERSHIP GROWTH AND
ENGAGEMENT

PEOPLE AND PARTNERSHIPS

GOAL

We want to provide opportunities that support our people and enhance our clubs.

APPROACH

- Focus on providing tools, resources, support and advice that enable member clubs to enhance their hospitality offerings and overall experience for members and guests.
- Prioritise staff training, venue modernisation, customer service initiatives.
- Create and maintain strategic partnerships across the industry and community.

OUTCOMES

- A thriving and empowered club industry providing a competitive hospitality experience.
- Increased member participation and satisfaction with training programs and services.
- Enhanced strategic partnerships that provide tangible opportunities and benefits for members.



ADVOCACY AND REPRESENTATION

GOAL

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

APPROACH

- Lead the reform discussion through evidence, expertise and constructive engagement.
- Provide compliance advice and support to member clubs.
- Industry representation at key industry events and opportunities.

OUTCOMES

- Central and Local Government policy that supports the club industry and recognises the unique roll that clubs play in New Zealand's hospitality and community sectors.
- Clubs have access to quality, timely advice on policy and regulatory reforms.
- Clubs are recognised as essential community hubs.



SPORTS AND EVENTS

GOAL

We want to increase engagement and profile through Clubs New Zealand sports and events.

APPROACH

- Leverage digital tools and provide assistance to member clubs to enhance and promote Clubs New Zealand sports and events.
- Provide a range of digital and in person learning and networking opportunities for club management and executive.
- Develop and promote national events and initiatives such as race days, national quiz and punting competition.

OUTCOMES

- Growth of Clubs New Zealand sports and participation driven by consistent and professional promotion and delivery
- Increased opportunities for members to engage and participate in Clubs New Zealand events.
- Clubs New Zealand's profile is enhanced and recognised as a fun and vibrant industry.



COMMUNITY AND SOCIAL PROFILE

GOAL

We want Clubs New Zealand and our members to be recognised and celebrated for their social and community contribution.

APPROACH

- Emphasise the role of clubs in fostering social connection, inclusion, and well-being within communities.
- Position clubs as a safe place for community activities including service of alcohol and gaming.
- Leverage the club community to contribute to local and national causes, charities and events.
- Highlight and celebrate the community impact of clubs through storytelling and recognition programs, both within Clubs New Zealand and to the public.

OUTCOMES

- Public and regulatory recognition of the social and community benefit of clubs.
- Acknowledgement of clubs as providers of safe and lawful entertainment.
- Greater impact and reach through collective initiatives.
- Members actively share and celebrate their successes and community contribution.



MEMBERSHIP GROWTH AND ENGAGEMENT

GOAL

We want to represent a thriving and engaged Club Industry.

APPROACH

- Focus on expanding Clubs New Zealand's membership base, actively targeting new clubs and enhancing member engagement through tailored services and benefits.
- Provide a range of digital and in person learning and networking opportunities for club management and executive.
- Align the delivery of area meetings with other Clubs New Zealand events to add value and increase accessibility.

OUTCOMES

- Increased membership.
- Increased member engagement and understanding of Clubs New Zealand membership and the benefits and services membership provides.
- Increased attendance at Clubs New Zealand Area Meetings.

