



22 October 2026

MEMBER QUESTIONS AND ANSWERS

Restaurant Association and Hospitality New Zealand investigate feasibility of amalgamation

Q: What is being proposed?

The Restaurant Association and Hospitality New Zealand are exploring whether to amalgamate into one unified national organisation.

Q: Why is this being explored?

Both Associations believe this is the right time to explore whether bringing our strengths together could create better long-term outcomes for members and help support a stronger future for our industry.

- Build on the value both organisations deliver for members
- Combine resources and expertise, creating opportunities to expand member services and industry support
- Build on our work in training, workforce pathways and industry resilience
- Shape the future of industry representation, keeping pace with hospitality's changing operating environment
- Achieve greater financial sustainability, supporting members for the long term.

Q: Who is doing the assessment of whether amalgamation is the right thing?

The Management Committees of the RA and HNZ have appointed a joint steering group made up of senior, experienced industry representatives. It is this group that is doing the feasibility work, carefully reviewing the benefits, risks and possible models for coming together, which will then be presented back to the RA and HNZ boards.

On the joint steering group are John Hellebrekers and Garth Solly for Hospitality New Zealand, Tony Adcock and David Meagher for the Restaurant Association, and Nick Keene as project co-ordinator. Tim Gibson is the group's Independent Chair.

Q: Is amalgamation already decided?

No. The joint steering group is examining the feasibility: that is, the potential benefits, risks and options involved in coming together. No decision will be made until that is completed.

The steering group is following a staged process with decision points along the way and is committed to keeping you well informed as the process progresses.

The feasibility work is expected to be completed by mid-2027.

Q: Why are members hearing about this now?

Members are being informed early so you understand what's happening and why, you can ask questions and can stay informed as the feasibility work progresses. Member views, support and feedback will all be important throughout the process.

This project is in the early stages. It is important that we are transparent about what the joint steering group is doing, and the process we are following.

Q: How can I ask questions or get involved?

Members will have opportunities to ask questions, provide feedback, and hear more detail. The Joint Steering Group will let you know more about these opportunities in due course.

Q: When will the outcome of the steering group's work be completed?

At this stage, the steering group's feasibility work is expected to be completed by mid-2027.

Q: Why is it going to take so long?

There is a lot to work through, and it is important the process is done right.

Q: What's the significance of MBIE being supportive of amalgamation being investigated? Why is that important?

The Ministry of Business, Innovation and Employment supports more effective and sustainable industry representation for our sector.

Q: What happens next?

For now, it is business as usual for both organisations, and nothing changes for members, or your membership. The joint steering group will keep members updated on progress. Members will be kept informed and included throughout.