



Draft Strategy 2017-2020

Purpose

The purpose of this strategy is to provide NZ Bridge Board, regional committees and clubs with an agreed common purpose and high level plan. If we all work towards a common goal and strategic activities, we are more likely to reach our mission to Grow the Game of Bridge. We need to both harvest new members as well as nurture our current membership so we can all flourish under the umbrella of New Zealand Bridge.

The plan also acknowledges that its bridge community is relatively small and resources are limited. The plan attempts to prioritise activity so we have the same realistic expectations but at the same time some identified measurable targets that we can all work towards. Furthermore this plan will inform each NZB annual business plan.

There have been two significant pieces of work undertaken for the benefit of NZ Bridge in recent years: the Arrowside Report¹ and the report on Consultation and Information sharing². Both reports consulted our members and it is therefore fitting that these findings form the basis of this plan.

To be successful we need to be working together: nationally, regionally and locally. This plan gives us all direction, no matter how we fit into NZ Bridge.

In addition the NZ Bridge 2016/17 business plan identified some key elements to a strategic plan. This document therefore brings these three pieces of work together to form a draft strategic plan for the NZ Bridge community to consider. Strategic actions that are implied in these reports but are not specific are written in italics. Any change to an original recommendation that has been altered is shown as strikethrough text. As there are no measures in the existing business plan, these have been created - using real current examples where known or available - by the author as a starting point for discussion.

A period of three years has been chosen for this plan to reflect firstly the term of the newest Board members, which mean the actions can be measurable in terms of existing board membership and accountability. Secondly, the timeframe is not too future focused as to be unrealistic.

Feedback is sought from our bridge community to further inform this plan so that it is robust and reflects our shared vision.

Consultation Question

Do you agree with the purpose of this plan and its timeframe?

¹ Arrowside Services Ltd, www.arrowside.co.nz, Anne Barrowclough 2015

² Report prepared for the benefit of NZ Bridge, regional committees, affiliated bridge clubs and interested bridge players. Allan Morris and Stephen Henry. 8 February 2017



Mission

To facilitate, maintain and grow the game of bridge in New Zealand.

Consultation Question

Do you agree with the mission that NZ Bridge aspires to?

Vision / Tactics

NZB administers, communicates, fosters and promotes the participation and enjoyment in the sport of bridge in New Zealand, by directly supporting affiliated clubs and NZB regions . This will be achieved by excellence in management and assistance with new technology, marketing and teaching material, Bridge Development Officers and administrative support.

Consultation Question

Do you agree with the tactics NZ Bridge will deploy?

Values

- ◆ Recognise and value the efforts of our volunteers
- ◆ Be tolerant, respectful and courteous
- ◆ Nurture and retain our new and existing players
- ◆ Be fair and professional in all our dealings
- ◆ Demonstrate honesty and integrity
- ◆ Be consistent in decision-making and problem solving
- ◆ Be open and accountable
- ◆ Be receptive to new ideas and creative approach

Consultation Question

Do you agree with the values NZ Bridge will work to?

Strategic action plan 2017-2020

1. The Board composition and function meet the needs of the NZ Bridge community			
Action	Responsibility	Measure	
a. Refocus the Board to be <i>more Governance only</i> —visionary and strategic in its focus	Chairman	The Board comprises a mix of professional directors to ensure strong governance skills (HR, Finance, Strategy, Business Development) and impartiality, as well as representatives from bridge (to bring a range of sport knowledge and networks) by March 2020.	
b. The Board governs and administers the game of bridge to the highest possible standard.	Board employees Board members Chairman Chief Director	The Board has a framework by which the Board is accountable and is measured for its performance.	
c. The NZ Board Constitution is relevant and supports the implementation of the Board and organisation's goals.	Chairman	The NZB Constitution is reviewed and consulted on by September 2018.	
d. Board members have specific portfolios and are accountable for these.	Chairman Board Members	Portfolios are published on NZB website by 1 May each year following the annual election. Each Board member reports to the Board on its respective portfolio(s) each meeting.	
e. Ensure good induction and training.	Chairman NZB Secretary	Each Board member understands the responsibilities and liabilities of being a Board member within three months of their term commencing.	
f. The Board meets at least twice a year for a full day in one place, and uses video and telephone conferencing technology and sub committees if needed for other meetings (be focused on best use of time, resources and funds). Board to increase its engagement with Regions, Clubs and Members.	Chairman NZB Secretary Board member responsible for Relationship Management and Communications	Effective relationship management.	
g. The Board works closely with the ABF in all areas of mutual interest.		At least one area of common interest is investigated with the ABF	
h. <i>The Board is an exemplary employer.</i>	<i>Chairman</i>	<i>NZB employees are valued and meet their Key Performance Indicators. All employees to participate in annual review.</i>	

2. Come to know the bridge community and in turn ensure that the bridge community knows us

Action	Responsibility	Measure
a. The NZ Board seeks input from its members to partake in project work where particular expertise is needed and available.	NZB Board members	Available NZB members' skills and services are used to develop strategy and its execution.
b. The NZ Board has a clear communication strategy, which incorporates that the Board will consult with its members any significant change it proposes.	Board member with portfolio for relationship Management and Communications	A communication strategy is in place by December 2017.
c. The NZ Board is transparent and open in its relationships and communications.	Chairman. Board member responsible for Relationship Management and Communications.	Board minutes reflect the general content of meetings to a level where readers have a good level of understanding of the business of NZ Bridge. A "Notes from the Chair" newsletter is published following each meeting summarising Board activity by May 2017.
d. <i>NZB, region and club membership numbers; numbers attending lessons and subsequently joining a club; number leaving and reason are monitored by us all as a measure of success.</i>	<i>NZB Secretary</i>	<i>Trend charts are available on NZB for NZB, each region and club from July 2017.</i>
e. <i>The implementation, training, and support of Regional Bridge Development officers occurs to grow club membership.</i>	<i>Board member responsible for Bridge Development</i>	<i>Regional Bridge Development Officer proposal is developed, considered and consulted on by Sep 2017.</i>
f. The NZB website is relevant to the bridge community and is the main communication channel.	Board member responsible for Communications and Website. Bridge Development Officer	Website is pertinent to members' needs, is used by 25% of its membership by January 2018. Overall use is monitored as pertinent to sponsors and advertisers.
g. Social media such as FaceBook is used more to increase the profile of clubs and its lessons.	Bridge Development Officer	At least half the clubs advertise lessons on one local FB page eg Cambridge's "grapevine" in 2018.
h. Clubs use a radio advert to raise awareness about bridge	Regional Committees Clubs	At least one radio advert is in place in each region each year.
i. A targeted campaign is developed to attract "empty nesters" to the game.	Bridge Development Officer.	Existing resources are actively promoted for club use as part of the regional conferences by 2019.

3. Provide a service to the bridge community that is relevant to its needs

Action	Responsibility	Measure
a. A review of the tournament and ranking / grading system occurs so that the outcome increases tournament participation.	Board member responsible for Bridge Development. Tournament and Grading Review Taskforce	The tournament and grading review is completed by December 2019
b. Develop new and update current teaching resources for those teaching the game of bridge and seek opportunities to help players at all levels advance their game of bridge.	Board member responsible Education Teaching committee	Existing resources are up to date and at least one new improver lesson each year is developed.
c. The Board organises the annual NZ bridge congress	BDO	Annually in September
d. Support every club to have access to Improver lessons within its region	Board member responsible for Education Teaching committee	There are at least six improver lessons per region each year that are open to all bridge players to attend..
e. Provide appropriate support mechanisms to regional committees so that they can support NZB to deliver on the key strategies as outlined in the NZB strategy and annual business plan.	Board employees Board members Chairman Chief Director	The NZB strategy and annual business plan actions that the regional committees are accountable for are realised.
f. Acknowledge the many volunteers and officers throughout the country who ensure that bridge can be enjoyed by the maximum number of participants.	BDO	A "volunteer of the month" is recognised on the NZB website and the local newspaper is given the story to publish.
g. Ensure that bridge is played in accordance with prescribed regulations and properly regulated as per the NZB manual.	Chief Director	NZ Bridge manual is up to date. Clubs are kept informed of any changes to the rules in a coordinated manner.
h. Facilitate the introduction of a "buddy" system at each club for new members.	Regional Committees. BDO	All those learning bridge in a NZB affiliated club are allocated a nurturing buddy and a supportive learning environment from 2019.
i. Promote a supportive learning environment eg non-competitive bridge session and ongoing seminars to both support the hesitant club member and develop a passion for bridge in developing players.	Regional Committees. BDO	All NZB affiliated clubs consider at a committee or regional meeting in 2018 how it will be supporting new, hesitant and developing bridge players.

4. Provide the framework for the bridge community to flourish and grow in the future

Action	Responsibility	Measure
a. Consider how the Regional Committees can be better resourced to support, promote and encourage locally, while delivering under some clear directives to ensure consistency of delivery.	Board member responsible for Relationship Management and Communications	A strategy to facilitate regional relationships is developed whereby the focus is to provide an opportunity to focus on the strategic strands of 'Getting to know the bridge community' and 'Provide a service to the bridge community that is relevant to their needs' by Dec 2018
b. Develop a youth bridge strategy	BDO	Plan to develop youth bridge in place by Dec 2017
c. Provide an opportunity to encourage the building of local capability and encourage the creation of working regional links	Board member- Relationship Management and Communications	2019
d. Be outcome focused on delivering to strategy, responsive to needs and local in engagement.	Chairman. Board member- Relationship Management and Communications	2017-2020
e. The NZB website is developed to administer the Masterpoint system	NZ Board member	Clubs orientated to and using system by December 2017.
f. Explore options for increasing participation in club, inter-club, regional and national events. eg a BBO monthly online tournament for players	Board, Regional Committees, Club Committees, Regional BDOs Chief Director	NZB member participation trend increases each year and is monitored and published monthly from Jan 2019. Monthly April - October 2018
g. Provide support to clubs seeking to increase membership via marketing strategies, improving membership experience, coaching and other resources.	Board member responsible for Bridge Development	Membership numbers in these clubs increase using 31 March each year. NZ Board member presents "The Importance of Player Experience" to regional conferences by 2020
h. Raise the profile of bridge at national level using available means.	Chairman. Board members. BDO	Any newsworthy story is written up for the NZB website and submitted to local and/or national media.
i. Encouraging members of non-affiliated clubs to become registered members.	Board	Number of members joining from non-affiliated clubs each year.
j. Investigate the way in which players fund NZB with a view to comparing user pays versus all pay.	Board	Investigation occurs by Dec 2019.
k. Investigate and review how and where scale may benefit clubs.	Board member for Finance and Strategy	One bulk funding initiative achieved by March 2020 that creates a saving for NZB members and/or clubs.

5. Be the conduit for participation in the International bridge community		
Action	Responsibility	Measure
a. Contribute to International Bridge forums as the opportunity presents.	Board member with portfolio for International and National	International committee reports to NZB on any such opportunities.
b. Provide opportunities for players to represent NZ in international events.	Board member with portfolio for International and National	International Committee to define the minimum standard required to be funded entry fees.
c. Ensure the International players sign the Code of Conduct and Declaration of Availability, and have an approved training schedule prior to the events they attend.	Chef de Mission	Occurs annually.
d. Successful International players give a talk at two clubs in their home region on their experience to motivate other players to develop their game.	Chef de Mission	The International Players "representation agreement" is updated to include an expectation that players will formally share their experience.

6. Provide clear financial reporting that reflects NZB priorities		
Action	Responsibility	Measure
a. Financial reporting occurs monthly	Board member responsible for Finance and Strategy	A financial report is tabled monthly from May 2017.
b. Review the presentation of the budget and the accounts to members.	Board member responsible for finance and strategy.	Annual budget and financial performance presented at AGM. Six monthly financial status presented to members.
c. There is a clear strategy on how NZB 'gives back' to clubs eg underwriting overseas speakers, funding support for isolated areas (directors, etc.), sharing ideas and coaching etc.	Board member responsible for finance and strategy.	NZB members can see how membership funds are spent and the expenditure reflects funding of grass roots activity from April 2018.

Consultation Question

Do you agree with the six priorities NZ Bridge will work to?



Consultation Questions

a) Do you agree with the purpose of this plan and its timeframe?

b) Do you agree with the mission that NZ Bridge aspires to?

c) Do you agree with the tactics NZ Bridge will deploy?

d) Do you agree with the values NZ Bridge will work to?

e) Do you agree with the six priorities NZ Bridge will work to?

1. **The Board composition and function meet the needs of the NZ Bridge community**
Yes / No / Neutral Please explain answer:

2. **Come to know the bridge community and in turn ensure that the bridge community knows us**
Yes / No / Neutral Please explain answer:

3. **Provide a service to the bridge community that is relevant to its needs**
Yes / No / Neutral Please explain answer:

4. **Provide the framework for the bridge community to flourish and grow in the future**
Yes / No / Neutral Please explain answer:

5. **Be the conduit for participation in the International bridge community**
Yes / No / Neutral Please explain answer:

6. **Provide clear financial reporting that reflects NZB priorities**
Yes / No / Neutral Please explain answer:

Please provide your feedback to Secretary@nzbridge.co.nz by 31 August 2017.