

# NZBridge Strategy 2017-2020

## Purpose

The purpose of this strategy is to provide the NZ Bridge Board, its 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 Report<sup>1</sup> and the report on Consultation and Information sharing<sup>2</sup>. 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. 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 has been sought from our bridge community to further inform this plan so that it is robust and reflects our shared vision.

---

<sup>1</sup> Arrowside Services Ltd, [www.arrowside.co.nz](http://www.arrowside.co.nz), Anne Barrowclough 2015

<sup>2</sup> 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

# NZBridge Strategy 2017-2020

## **Vision**

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

## **Mission**

To increase the New Zealand bridge membership each year.

## **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.

## **Values**

- ◆ Make the game of bridge fun so it enriches our lives
- ◆ 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

# NZBridge Strategy 2017-2020

## 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 more Governance only – visionary and strategic in its focus	Chairperson	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 by March 2020.
b. The Board governs and administers the game of bridge to the highest possible standard.	Board employees Board members Chairperson 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.	Chairperson	The NZB Constitution is reviewed and consulted on by September 2018.
d. The review of the NZ Board Constitution considers the ability to appoint members to the Board, the associated cost and the ratio of elected to appointed Board members.	Chairperson	A formal decision is made whether to accept the Arrowside report's recommendation to have appointed members with specific strategic skill sets on the Board by September 2018.
e. Board members have specific portfolios and are accountable for these.	Chairperson 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.
f. Ensure good induction and training.	Chairperson NZB Secretary	Each Board member understands the responsibilities and liabilities of being a Board member within three months of their term commencing.
g. 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).	Chairperson NZB Secretary Board member responsible for Relationship Management and Communications	Effective relationship management. Board to increase its engagement with Regions, Clubs and Members.
h. 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
i. The Board is an exemplary employer.	Chairperson	NZB employees are valued and meet their Key Performance Indicators. All employees to participate in annual review.

# NZBridge Strategy 2017-2020

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.	Chairperson. 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. Numbers attending bridge lessons and subsequently joining a club; number leaving and reason are monitored by us all as a measure of success.	NZB Secretary	Trend charts are available on NZB for NZB, each region and club from January 2018.
e. The two year pilot implementation, training, and support of Regional Bridge Mates occurs to grow club membership.	Board member responsible for Bridge Development	Regional Bridge Mate pilot proposal is developed, considered and consulted on by Sep 2017.
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	Overall use is monitored by # hits 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	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.

# NZBridge Strategy 2017-2020

<b>3. Provide a service to the bridge community that is relevant to its needs</b>		
<b>Action</b>	<b>Responsibility</b>	<b>Measure</b>
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. Develop posters for clubs by Dec 2019.
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 Chairperson 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. Develop Director training and resources for those directing club sessions.
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.

# NZBridge Strategy 2017-2020

4. Provide the framework for the bridge community to flourish and grow		
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 that considers a national high school bridge competition is 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. A review is undertaken to assess the added value that regional committees bring to the bridge community.	Chairperson. Board member- Relationship Management and Communications	. The continuance and any change in purpose of regional committees is determined by Dec 2019. It s determined whether the bridge community needs geographic or vertical governance support.
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.	Chairperson. Board members. BDO	Any newsworthy story is written up for the NZB website and submitted to local and/or national media.
i. Encourage members of non-affiliated clubs to become registered members.	Board	Number of members joining from non-affiliated clubs each year.
j. 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.

# NZBridge Strategy 2017-2020

<b>5. Be the conduit for participation in the International bridge community</b>		
<b>Action</b>	<b>Responsibility</b>	<b>Measure</b>
a. Contribute to International Bridge forums as the opportunity presents. Funding needs to be affordable and proportionate.	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.

<b>6. Provide clear financial reporting that reflects NZB priorities</b>		
<b>Action</b>	<b>Responsibility</b>	<b>Measure</b>
a. There is financial transparency	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.