



THINK BIG

2ND JUNE 2022

Jake Andrew

ON BEHALF OF NSBC COMMITTEE

BIG CHALLENGES. BIG QUESTIONS.

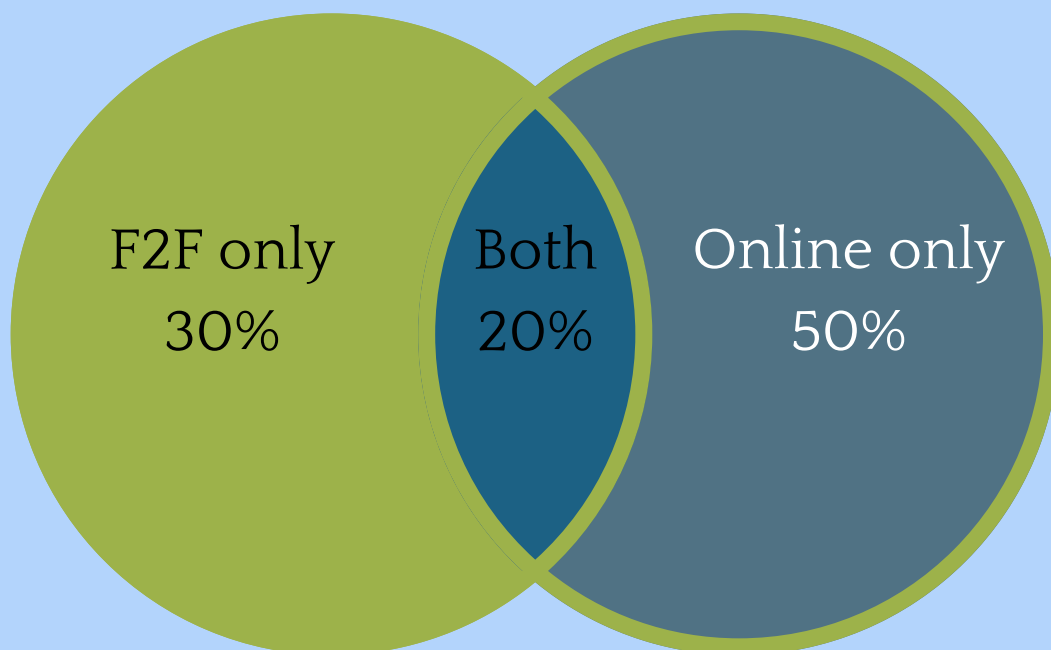
Why does NSBC exist? What does long-term success look like for our club? How to measure progress? What are our values? Existential stuff for a bridge club!

While we are Australia's largest club several measures, the club faces some tough challenges, to which we need to respond.

- What should we focus on - face to face, or online?
- How do we compete sustainably? (Consider we now compete nationally and internationally against very different types of clubs.)
- How should we use technology, especially the internet?
- Should we aim to buy a physical venue, and if so, where should that be?
- How to turnaround our financial performance pretty urgently?

Answers may seem obvious, and many of you feel so strongly! Interestingly we have different and passionately-held views, and several are mutually exclusive.

For example, the actual behaviour of our members' at East Linfield, The Wills and online in the first four months of 2022 was:



However many members firmly believe we should reduce, or even entirely stop, offering online sessions as they “compete with f2f” and “stop people returning to the club”. This is surely a fallacy – players will just play elsewhere online, and we will lose them to other clubs.)

Alternatively, many members love playing online, and believe creating the best online offering should be our focus, as that seems the club's future. The snag is we have many people who really enjoy playing f2f. It is an opportunity to be sociable, especially after COVID isolation. So we have an opportunity to recreate the social feeling we offered pre-COVID, and again feel connected to that community. Re-establishing strong f2f sessions must be a high priority.

CREATING CLARITY

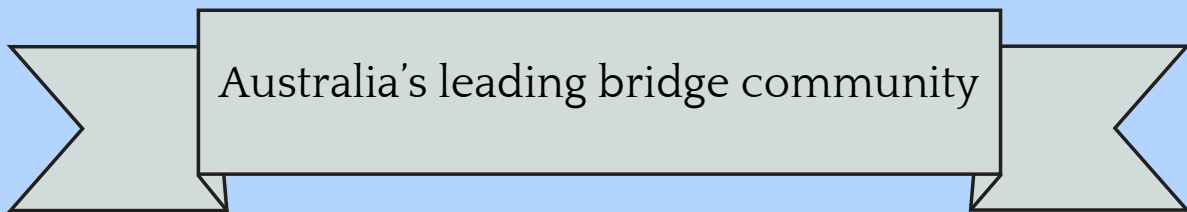
Given we have a nearly all-new Committee, and Mike 2.0 has returned to the club, we now need to make many decisions. Big picture clarity can make many aligned operational decisions easier and faster, and help advance what we are trying to achieve.

As input for this, and to gain a better understanding of players' needs, in May 2022 NSBC members were invited through a survey to help answer several questions. Thank you to over 500 people for sharing your opinions. This is a wonderful response, and really helpful. Thank you again. A huge thank you too to an enormously valuable volunteer job from Lorna Davies, and fellow Committee members Sharon Thompson and Carol McMurray, for a massive amount of work to deliver such a professional survey.

We have reviewed all responses, read every comment, and started analysing. Armed with that as part of the May 2022 Committee meeting, we discussed your comments, and could start to get some clarity.

WHY DOES OUR CLUB EXIST?

A few decisions, from the top

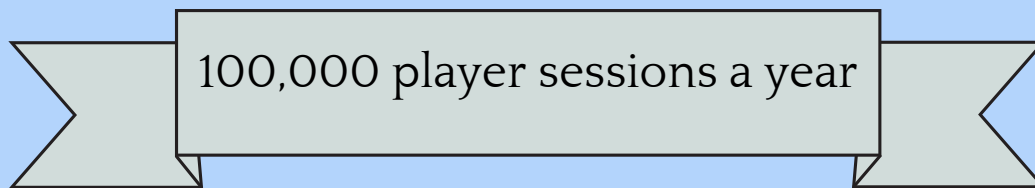


We decided at the highest level this best represented our “purpose”.

What we mean by these simple words really matters though.

- Australia – See ourselves in the national context. We seek to be the best.
- Leading – Clear leadership, and offer the best experience and the best club. To do this we need to be financially strong, and invest in the long-term.
- Community – Welcome players at all levels. We need to engage volunteers and consider players, teachers, Directors, professionals, other clubs, and the ABF in our decisions.

WHAT IS OUR LONG-TERM GOAL?



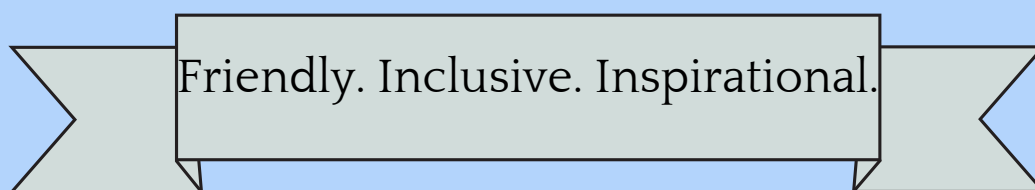
100,000 player sessions a year

The number of people playing a session of roughly in a year. Importantly this is a long-term goal. We hope it will happen sooner, but best to think of this as a 10 year goal.

It includes all player levels (Rookie, Restricted, Open), all playing sessions (club games, events, congresses etc), and both f2f (East Lindfield and The Willis) and online. Everyone playing an NSBC game is included.

Beginner lessons are incredibly important to sustain the club, and many teachers have undoubtedly played a key role in making the club as it is today. However an objective of teaching beginners is to create active bridge players. So we have excluded people attending lessons from our goal to help keep the focus on what lessons ultimately should deliver. We look forward to include their graduates when they begin to play at our club.

WHAT ARE OUR VALUES?



Friendly. Inclusive. Inspirational.

We have aimed to articulate in just three words the values and behaviours we aspire to see from everyone. With over 1,600 members, this was no easy task. What we mean by these words, and how they influence our actions, matter far more than the three words.

- Friendly – Be welcoming and respectful. Behave as a good friend with integrity and sincerity.
- Inclusive – Involve all levels from beginner to world class. Players from across Australia and internationally. Different playing styles, bridge conventions, and abilities are welcome at NSBC.
- Inspirational – Encourage all players to be their best. Offer positive and constructive learning, directing and support. From beginners to champions.

MAKING THIS REAL AND PRACTICAL

For some who just want to play bridge, this might seem abstract and unrelated to our club or your bridge experience. We believe they're fundamental. Essential foundations even. Guidance on which to make many aligned decisions.

Consider three examples:

- With our long-term goal in mind, we can develop shorter-term goals for the NSBC team. These work towards achieving our long-term goal, with simple supporting plans and budgets.
- We received many touching messages about feeling unwelcome, or disrespected (for many reasons) at NSBC. This is a social club. It's meant to be enjoyable. So we aim to address this actively.
- Several of you believe it important NSBC encourage all players to develop their bridge, and even life skills, through our club. Investing in and inspiring youth are our future. To create an appropriate atmosphere in which everyone likes to play, connect with others, and strength our community for years to come, our behaviours are important. Our new three values aim to improve this.

Your new Committee prefers an open and transparent style. Where possible, we will share strategic direction and key updates with you. We feel this improves our accountability to you, and over time will build understanding and increasing alignment between us all. We hope you agree, and look forward to your thoughts.

Jake Andrew

On behalf of the NSBC Committee

2 June 2022