

BHNZ Strategic Plan for 2021-2026

BHNZ's Mission: *To foster barbershop harmony singing in New Zealand*

BHNZ's Vision: *Everyone in Harmony*

BHNZ's Values: *harmony, fellowship, unity, openness, excellence, helpfulness, respect, development and fun.*

BHNZ's 8 Strategic Themes:

Key strategic themes include:

1. National Leadership and "Everyone in Harmony"
2. National Communication
3. National PR and Marketing
4. Education - Music and Administration
5. Conventions and Contests
6. Youth
7. Funding
8. Maintenance of Strategic Links

BHNZ main Strategic Direction:

To adopt as closely as possible the BHS direction of "Everyone in Harmony", with a view to achieving seamless integration of women into our organisation, and total equality in competition, without compromising the independence of our member Chapters or imposing anything on them with which they are not comfortable.

Specific Goals within each Strategic theme:

#	Strategic Theme	Goal/Target	Performance Measures
1. NATIONAL LEADERSHIP & "EVERYONE IN HARMONY"			
1.1	Remains the first point of contact in NZ for barbershop	Represent NZ to Barbershop Harmony Society (BHS) and other alliances on behalf of NZ's barbershop singers. Attend the BHS Convention and meetings with World Harmony Council annually	NZ remains in alliance with BHS. Annual BHS Convention attended.
1.2	The BHNZ Board is the guiding governance body for NZ barbershop	Ensure the BHNZ Constitution and national contest rules continue to serve members. Ensure choruses and other barbershop singers are members of BHNZ.	Constitution and rules are reviewed annually.
1.3	Everyone in Harmony	Encourage women to join BHNZ and to sing separately or with men in mixed quartets and choruses. Encourage choruses to choose to allow women to join as singing members.	Opportunities for competition offered for quartets and choruses of either men or women or both.
1.4	Maintain currency of this Strategic Plan. Measure progress. Review Board performance	Review progress towards strategic objectives at least annually. Modify the Strategic Plan annually if circumstances dictate and regularly measure performance against the Plan. Assess performance of the Board regularly	Strategic Plan is reviewed regularly, minimum annually and modified as necessary. Board performance reviewed annually
1.5	Support of choruses	Provide mentoring as needed. Encourage larger choruses to help smaller ones.	Plans for support of choruses are established.

1.6	Celebration of achievers	Provide national recognition for and celebration of members' exceptional contributions, including membership milestones.	Outstanding Achievement Awards made and Service Pins issued annually.
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2. NATIONAL COMMUNICATION

2.1	Information sharing	Proactively encourage regular exchange of information across country's membership and between choruses to build excellence. Keep people abreast of news and updates.	Minimum quarterly encouragement for exchanges between choruses.
2.2	Newsletters	Publish quarterly email newsletters and updates to all members. Provide links to items of national interest to all choruses and links to relevant barbershop items within local music body newsletters (e.g. Choral Federation)	Quarterly email newsletters and links provided.
2.3	Plans/Minutes	Present regular Board Minute updates to members via Newsletters. Ensure members can access documents of interest through BHNZ Secretary.	Significant minutes presented in summary. Documents supplied on request.
2.4	Visits	Have BHNZ Board visit choruses. Maintain contacts with BHS/BHA.	Regular contacts established
2.5	Meeting Chorus Presidents	BHNZ President provides Chorus Presidents with opportunity to meet with him by appointment once a year at Conventions.	Requested appointments held at Convention.
2.6	Social media	Find a social media-savvy Member to assist the Board to develop and use social media	Henrietta Hunkin-Tagaloa appointed. 50% of membership are 'friends' on Facebook. Posts are made at least 2-4 per month.
2.7	Online resources	Create and maintain the means for chapters and members to access resources online.	Online resourcing available through links to online documents.

3. NATIONAL PR AND MARKETING

3.1	Media	Leverage publicity and other media exposure for barbershop	Media liaison person identified and engaged. Media opportunities actively pursued.
3.2	Social Media recruitment	Use social media to recruit new members to barbershop.	Feedback from Chapters on new members recruited through Facebook.
3.3	Digital resources	Establish links to resources for use as demonstrations of barbershop.	Resources available online.
3.4	Communication and networking.	Establish and maintain standard stances, templates, documents and other media about our organisation and Barbershop singing aimed at distinct internal and external audiences.	Standard templates and other media prepared and made available on BHNZ website.

4. EDUCATION – MUSIC AND ADMINISTRATION

4.1	Education Team	Maintain the Education Team with oversight by a Board Member who has responsibility for HEAs and Education at Convention. Continue engagement of Education Coordinator contracted to ensure delivery of a sustained education programme throughout NZ.	Education Team delivers education programmes. Regional workshops are held annually. Education Coordinator manages continuing education throughout NZ. Average scores are measured and an increase seen over time.
4.2	Local coaching	Encourage chapters to make use of BHNZ coaches for local sessions.	New coaches engaged by chapters for local coaching sessions each year. Local coaching is offered to choruses, with the cost to small choruses being subsidised when possible.
4.3	Training of key coaches, MDs, leading quartets and general membership.	Continue improvement of skills of key coaches through continuation of training programmes. Continue improvement of quality of singing by providing all members with education opportunities annually through HEAs. Ensure members have access to regional workshops annually and coaches (from within NZ and overseas) where feasible.	Training of Coaches continued. Current programme is reviewed and revised where necessary.
4.4	Scholarships	Where and when resources permit, provide financial support for members to attend training opportunities in NZ and overseas. Ensure wide geographical spread of candidate selection.	At least one member from different chapters provided with overseas training per annum, funded through the Barbershop Foundation of New Zealand.

5. CONVENTIONS AND CONTESTS

5.1	Convention Planning Group	Maintain a sub-committee of the Board suitably staffed with convention knowledge, to plan the major elements of each upcoming Convention and act as the conduit for carrying institutional knowledge forward about conventions.	The CPG is working effectively and future conventions are discussed with Australia, within the BHNZ Board, and with the membership.
5.2	PanPac and Australasian Conventions	Maintain the structure and frequency of PanPac. Foster contacts with Hawaii, Japan and other Pacific Basin countries.	The future of conventions discussed with Australia, within the BHNZ Board, and with the membership.
5.3	Hosting of Conventions	Ensure conventions and contests within NZ are allocated to choruses well in advance. Liaise closely with host chorus regarding planning, progress reporting and event management. Standardise financial outcome allocations and profit sharing between BHNZ and host chorus. Appoint experienced BHNZ members to act as mentors to host choruses.	Future hosts are informed at least 2 years in advance. Financial outcome guidelines are standardised. Quality conventions are delivered to a high standard.
5.4	International Conventions	Encourage quartets and choruses to compete at international contests. Encourage Choruses to provide assistance in their preparations through charity concerts, coaching opportunities, Chorus financial assistance.	Ensure access to international contests.
5.5	Regional events	Promote, support and encourage regional events, shows and contests including schools as a means of broadening quality and fellowship.	Choruses host regional events
5.6	Contest & Judging	Needs of C&J in contest will be provided.	Facilities and equipment at regional and Convention contests meet specifications.
5.7	Development of Judges	Identify suitable candidates for development.	Number developed.
6. YOUTH			
6.1	Work with Sweet Adelines and YSIH Trust	Maintain relationship between BHNZ, Sweet Adelines and YSIH Trust in support of Youth.	Trust sharing information regularly with BHNZ Board.
6.2	YSIH contests	Support the continuation of both genders singing at annual YSIH contests.	A Youth Contest is completed each year.
6.3	Youth training	Help identify and encourage coaches and MDs of school quartets and choruses. Provide support and training for coaches and MDs of school groups. Offer a number of complimentary places to coaches and/or trainers of youth at BHNZ Workshops. Provide places at other workshops free of charge. Consider feasibility of integrated BHNZ and YSIH regional contests.	BHNZ supports YSIH with coaching and training opportunities.
6.4	Youth admin support	Assist YSIH with administrative issues.	YSIH receive admin support as required.
6.5	Succession planning	Establish Youth Choruses. Encourage flow of youth members into BHNZ choruses.	Youth Choruses established. Average age of BHNZ chorus members reflects year-on-year rejuvenation.
7. FUNDING			
7.1	Annual subscriptions	Set appropriate subscription levels in line with BHNZ deliverables. Collect subscription payments in a timely manner.	Fair subscription rates are established each year and paid promptly.
7.2	Grants and fundraising	Where feasible, gain support through grants for particular projects.	Grants are applied for successfully.
7.3	Part-charging for Educational Services provided by BHNZ	Maintain existing funding of service provisions to Members to ensure that service costs can be shared fairly with those who benefit from the training.	Reviewed at time of budget construction.
7.4	Conventions surpluses	Ensure that Conventions deliver suitable financial outcomes to provide BHNZ with needed funding each year.	Delivery of budgeted dollars or greater. \$2K set aside each year to cover no-income years.
8. MAINTENANCE OF STRATEGIC LINKS			
8.1	BHS	BHNZ Board maintains regular contact with BHS headquarters and a Board Member attends the annual convention of BHS.	At least annual meetings held. President or his delegate attends BHS convention.
8.2	BHA and others	Maintain close contacts with BHA and other national and international alliances, including Young Singers in Harmony and Sweet Adelines NZ, in order to engage purposefully; for instance, sharing training programmes, visiting experts, judges etc.	At least biannual meetings held. Resources are shared.
8.3	Choral Federation	Continue to encourage Chapters to become Members of Choral Federation.	More Chapters becoming members of Choral Federation.
8.4	Barbershop Foundation	Support the work of the Barbershop Foundation of NZ in raising funds that will benefit barbershop in NZ in the future. Provide Foundation promotion wherever possible.	Barbershop Foundation of NZ receives continuing support and increased level of donations.