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SUSSEX COUNTY CONTRACT BRIDGE ASSOCIATION

A meeting of the Management Committee of the SCCBA took place at Adur Indoor Bowling Club, Southwick Recreation Ground, Old Barn Way, Southwick, BN42 4NT on Thursday 11 October 2012 starting at 7 pm

Present:

Mrs J Mayall	Chairman
Mr D Galpin	Hon Treasurer
Mr D Wheeler	Hon Secretary

Mr D Armstrong, Mr P Bates, Dr H Beveridge, Mr D Ellis, Mrs A Galpin, Mr N Hardy, Mrs H Kent, Miss J Simpson, Mr A Southwell, and Mr J Williams

Mrs J Armstrong also attended as delegate for Old Barn Way BC and to support the presentation of the results of the review of the Constitution. Mr D Howard-Houston attended as a personal observer.

AGENDA

0. Opening Remarks

JM welcomed MC Members and thanked them for all their hard work over the period since the last meeting. She observed that the substantial length of the agenda which included several major items for discussion demanded that contributions to discussions be clear and succinct and that this would be paramount in avoiding the need for an extra MC meeting to clear the business.

1. Apologies

Apologies had been received from Mr M Pool, Mrs J Clinton, Mr R Lowe, Mr G Stanford, Mr E Williams, Mr M Wotton and Mrs C Watson.

2. Minutes of the meeting of 19th July 2012

2.1 Accuracy

MC Members raised the following comments on the draft minutes:

- In paragraph 2.2(a)8, the word "though" in line 9 should read "thought"
- An additional sentence should be added to paragraph 8.1.2 - "MP observed that he would not expect the EBU to have a problem with what might be seen as a lack of transparency in relation to the original decision."
- The word "consistency" should be added at the end of line 1 of paragraph 18 (now 17)

DW indicated that he would need to check the second of these suggestions with Martin Pool before he could accept it. Subject to resolution of that and the application of the other two changes, the Chairman indicated that she would sign the minutes as a true record.

Post meeting Note – Consultation with MP has established a more detailed record of his observation as: "In response to speculation about the EBU's attitude to what might be seen as a lack of transparency. MP observed that in his opinion it was nothing to do with the EBU and in any case they would not be worried by the SCCBA actions. MP also gave some examples of areas where full reporting including names of those concerned was not included and indicated that this was normal business practice and not 'a lack of transparency'. MP suggested that the SCCBA TD list was in his view one of those areas." This will be inserted in the final version of paragraph 8.1.2 of the minutes.

2.2 Matters Arising –

(a) Carried forward from Meeting 10 May 2012

1. Item 2.2(a)2 License arrangements for BB and VP events.

DW reported that, in light of Orange Book changes in August 2012, the TC now recommended the adoption of "Level 2" for all BB and VP events in 2013. The MC approved this change.

2. Item 2.2(a)3 Search for Sponsors

2.1 DW introduced this item indicating that three papers had been produced in response to actions taken at the last meeting. The first two, from RL and DW, contained analysis, argument and proposals about the future of paper newsletters and calendars and needed to be taken together. The third paper, about the possibility of additional revenue from the sale of advertising space on the County web site, could be taken separately.

2.2 JM opened the discussion on newsletters and calendars by saying how much she appreciated the extensive research which RL had conducted in order to complete his paper. It was unfortunate that illness had prevented him from attending this meeting but, in an e-mail exchange with JM, RL had indicated that he felt his paper was self explanatory. In essence that paper and DW's alternative approach represented similar proposals at different paces of change. JM invited comments on the two sets of proposals and the following views were expressed:

- HK indicated a distinct preference for paper copies to continue if at all possible.
- JW observed that Sussex was the only County issuing two editions of its newsletter each year. If Sussex issued only one newsletter per year the resultant savings might

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allow a reduction in the P2P charge although he acknowledged that such would be unlikely to have any impact on club table charges.

- DA said that the introduction of universal membership lay at the heart of the increased costs of communications with members. Universal membership had doubled the number of members in Sussex but the vast majority of those additional members had no particular interest in what the County (or the EBU) might do for them.
- AS felt that it would be important to explain the matter clearly to the membership, perhaps through an article in the next newsletter pointing out the potential benefits of various options, to ensure that any action the MC might take had clear membership support.
- DE suggested that the County might ask the EBU to provide a facility within each member's web space to opt out of County mailings retaining paper newsletters/calendars only for those that remained.
- AG agreed with HK in relation to paper copies indicating that she was much more likely to read such on arrival than inspect the web site sufficiently regularly to pick up the same information. She believed, however, that only one newsletter per year would be sufficient.
- DG indicated that the current cost of two issues per year (£7000) was unsustainable in the longer term and agreed with others that one edition plus the calendar should become the norm.
- JM said that she would be very reluctant to lose the paper calendar. It was such a useful source of information. AS indicated that he was very happy to continue as Calendar Editor.
- JS agreed and pointed out that the calendar contained a 'mine' of information about clubs, contacts, events and rules. Arguably the newsletter was less important but if it was published only on the web site, it should be in fully down-loadable form.
- PB reminded MC Members that the newsletter/calendar mailings also contained flyers for the major County events and these were an important part of event advertising strategy. He also recalled the suggestion made by GS that had been conveyed to the EBU at its AGM asking if we could 'piggy-back' their mailings with County information. This would be pursued further by JM and DW in due course.

Action – JM/DW

- HB agreed with those who thought that one newsletter per year should suffice and she believed that the County should try to find out which format individual members preferred. It was risky to extrapolate on the basis of the Members' Survey results given the very small sample involved. She suggested that future newsletters should be distributed in bulk to clubs and not individually addressed.
- JW indicated that dual members particularly valued the calendar for its wide range of information.
- DA wondered whether the work on e-mail communications might open opportunities for distribution of newsletters/calendars by e-mail.
- DH-H observed that the 'piggy-backing' of EBU mailings looked like the best option.
- JS reiterated that mailing of event flyers was important to maintaining entry levels and PB thought that there might be a mid-year mailing of flyers to clubs in addition to an annual newsletter/calendar mailing.

2.3 DW summarised the views expressed as:

- There was no clear view in favour of either of the sets of proposals presented by RL and DW.
- The County should seek the views of the wider membership through an article in the next edition of the newsletter.
- In the meantime, steps should be taken to follow up on the 'piggy-backing' idea and to reduce costs by distributing the next issue of the newsletter in bulk via clubs.

2.4 DW introduced the third paper and sought MC Members' views on the potential value of web site advertising. AS was very much in favour of such an initiative but other MC Members were less enthusiastic. JM suggested that the proposal was "parked" for the time being and MC Members agreed.

3. Item 2.2(a)4 Appointments and Organisers

DW reported that following his report at the last meeting, Peter Langston had indicated his wish that it be made clear that he would willing to be a member of a future Tournament Committee. JM added that PL had also written to her asking for his willingness to go on the record.

4. Item 2.2(a)5 Review Of Constitution

4.1 JM introduced this item saying that the current draft of the new Constitution which Members have now seen represented the results of much hard work by the Sub Group led by Liz Hoskins. JM paid particular tribute to the work of Jill Armstrong. She had produced the first

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draft and has since applied the various changes suggested by the Sub Group and the Officers. JM also explained that the overall objective is to implement a new Constitution which is fully in line with EBU requirements and which deals with the various concerns which have arisen over the last year or so. The aim is to be able to recommend the new Constitution to the AGM in April 2013 having first obtained EBU approval; the need for the latter demands that the next MC meeting (in January 2013) should be able to 'sign off' a document with which it is fully content.

4.2 In inviting comments, DW made clear that it was not intended to attempt to draft changes at this meeting. Rather, MC Members were invited to indicate any issues or concerns about the current draft which the Sub Group and the Officers would consider before producing a further draft for comment by e-mail before the Christmas/New Year break. The following comments were made and will be considered accordingly:

- JM clarified that approval of the new Constitution by the EBU would now be achieved through a self-certification process which had been approved at the recent EBU AGM.
- JS asked whether the process by which EBU shareholders are appointed should be made more explicit.
- JS also asked whether the processes by which members of the Conduct Committee and the Disciplinary Panel are appointed should be made clearer. JM explained the current processes used in both cases but the Sub Group and the Officers would consider whether further clarification was needed in the Constitution.
- DA expressed the view that EBU shareholders should be elected by the membership and that this should be spelt out in the Constitution. DE felt that the MC better understood who should be shareholders and that the present approach should be retained.
- DE felt that it would be vital for the final version of the new Constitution to be free of spelling and/or grammatical errors and he offered to conduct a 'proof-read' of the final draft before its submission to the County AGM in April 2013.

4.3 Thanking MC Members for these comments and DE for his offer, JM asked that any further comments or concerns reach DW or JA as soon as possible to enable related consideration/drafting to be completed in good time.

Action – MC Members and JA/DW

5. Item 2.2(a)7 Reminder re Trophy Receipts

DW reported that GS had written to all Organisers and Directors reminding them of the importance of ensuring receipts are obtained for all trophies awarded. HK confirmed that the system was now working well.

6. Item 2.2(a)8 Roll of Honour

DW reported that MW had completed the first version of a County Roll of Honour. The Officers had been asked to fill in the gaps in the records which MW had used and the Roll would soon be published on the web site. JM said that MW was to be congratulated on a splendid piece of work and MC Members concurred.

(b) From Meeting 19 July 2012 –

1. Item 2.2(b)1 Proposals for SCCBA storage and related insurance

1.1 DW reported that the related Sub Group had still not received costed proposals from the Adur Indoor Bowling Club. DA added that AIBC was trying to keep costs down in relation to planning permission but they now understood that four fully developed quotes were needed and this was taking some time.

1.2 AG confirmed that the County's equipment was covered by an all risks insurance policy. In that context, HK raised the question of the missing Championship Teams trophy. Should it now be formally reported as missing and a claim made to replace it? AG and HK would pursue this further.

Action – AG/HK

2. Item 2.2(b)2 Sufficiency of Competition Rules

DW reported that the TC had considered this and concluded that the current rules are fit for purpose. If MC Members had any specific concerns they should express those clearly in writing to the Secretary and he would arrange for further TC consideration. On a loosely related matter, DA asked whether County TDs routinely provided reports from tournaments. He indicated that this was now an EBU White Book requirement. DW undertook to convey this query to the Tournament Committee (TC).

Action – DW

3. Item 2.2(b)3 County Directors List

JM reported that she and GS had investigated the background to DA's exclusion from the County TD list from 2011 onwards. Owing to the absence of any written records, these enquiries had failed to establish clearly the reason(s) for the exclusion. JW observed that, as he recalled, DA had been excluded from the County list because he had previously been excluded from the EBU TD list. JM indicated that at the first meeting of the TC following the AGM next year she would ask the TC to put in place a formal process each year from 2013 onwards to consider and agree the content of the County TD list. Any Director not currently on the list who wished to be considered for the 2013 list should present their case for acceptance

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to the Chairman of the TC before April 2013. DA said he was not happy with this outcome and he would consider his position further in due course.

4. Item 2.2(b)4 Invitation Pairs – Improving Understanding

DW reported that the TC had considered this and agreed that a short article would be placed on the web site explaining the structure of this event and how aspiring pairs might seek to take part. DW would draft this and clear it with the TC before publication.

Action – DW

5. Item 2.2(b)5 Dimmie Fleming Nominations

DW reported that only one of the three Sussex nominations had succeeded. There had been an unfortunate drafting error in the EBU invitation for nominations in that the latter were invited for candidates with outstanding service “to club and/or county”. In the event the DF award is made only to candidates with outstanding service at county level. The award to Jackie Clinton had been made to her by JM at the recent Kremer Dersch event.

6. Item 2.2(b)6 Status of Non-Club Members

DW reported that EW had established with the EBU that those who played as guests at clubs but didn't join a club were not recognised by the EBU as members. Therefore they were unseen at county level as well.

7. Item 2.2(b)7 Communications with Members by e-mail

DW indicated that this matter would be dealt with under item 9 of the agenda.

3. Chairman's Report

3.1 JM reported that a '*Speak to the Chairman*' link had been established on the County web site. She hoped that this would provide a further, more readily available, channel of communication for the membership.

3.2 The first Golf/Bridge day had been held successfully last month. 24 Members had attended and all agreed that it should become an annual event. As the winner of the first event, JM received the trophy from herself! Plans were now in hand to hold a Bowls/Bridge day in April 2013.

3.3 JM drew MC Members' attention to the display stands which had been erected behind the meeting table. These were portable and available for use by the County and clubs to advertise at local events. Several events were already planned in libraries, etc to attract new members.

4. Treasurer's Report

4.1 DG reported current balances of £5030 (current account) and £22768 (deposit account). The reduced current account total reflected recent expenditure on the summer newsletter and the Loughborough juniors event.

4.2 P2P receipts for the period April to September were £670 higher than the same period in 2011 in line with the 2p increase in the charge rate from April onwards.

5. Selectors' Report

5.1 Copies of the minutes of the September meeting had been sent to MC Members and the minutes of all meetings in 2011 and 2012 had been published on the web site.

5.2 The 2012 Tollemache team had been selected; it is the same as was originally picked for last year's event.

6. Tournament Committee Report

6.1 Directors' required skills – Progress

DW reported that plans for a County Directors day on 2 November 2012 were well advanced. This would be used to review with Directors the changes which had been introduced in the Orange and White EBU Books in August 2012.

6.2 Dual Membership/Borderers

DW reported that clear definitions of the different types of membership would be included in the new Constitution. The definitions would not cover 'Borderers', ie people who play in Sussex clubs but have another county as their county of allegiance and do not seek dual membership of Sussex because they are not known to the County.

6.3 Blue Pointed Events for 2013

DW reported that following further consideration, the TC now recommended that our quota of four events should be allocated to the Saturday and Sunday events of both Congresses in order to maximise the impact on entries for those events. MC Members approved this change.

6.4 Tournament Manager's Report

On behalf of GS, DW reported:

- The Sussex League was progressing well.
- Tournament returns showed that cost recovery was on track.

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- Rising costs and repeated complaints about the quality and value for money of the food supplied at Ardingly had prompted plans to go elsewhere (East Grinstead) in 2013. JS suggested that alternative locations, used in rotation, should be looked at for as many events as possible to improve access overall.
- Henfield had decided to continue as hosts of the Candles Swiss Teams in 2013 but they had not yet decided whether to make it a club blue pointed event.

7. Secretary's Report

DW reported that the Kremer Dersch event had been held successfully last month at the AIBC. 15 teams had participated with the Avenue emerging as winners for the third year in a row. Worthing BC (Ernie Rivett) had delivered a presentation on their mentoring activities during the tea break. JM thanked ER for that, DG for his direction, and JS for the organisation.

8. EBU Matters

8.1 Role of Shareholders

DW reiterated that the Counties owned the EBU and the role of their shareholders should therefore be focused primarily on the on-going health of the EBU. The EBU does not prescribe that role leaving it to individual Counties to decide how best to discharge it and how to ensure appropriate consultation. DA felt that the shareholders should represent the interests of individual members but DW pointed out that that may not be sensible if it clashed with maintaining and enhancing the overall health of the EBU. MC Members agreed that shareholders should seek the views of MC Members on any issues of potential concern before future EBU shareholder meetings.

Action - DW

8.2 Appointment of 4th Shareholder

DW reported for the record that JS had been appointed as the fourth EBU shareholder following a ballot of MC Members.

8.3 EBU AGM 2012

A report from PB together with a note from the EBU on the current status of plans to create a charity had been circulated to MC Members. The former had documented GS's suggestion about 'piggy-backing' EBU mailings and recorded the unopposed decision to raise the P2P charge to 34p from April 2013 onwards.

8.4 EBU RCC

DW had circulated copies of the most recent newsletter and minutes from Barbara Herold (EBU RCC). JS noted that the RCC was now a significant channel for communication with clubs and wondered about the consistency of this and the County's communications. DW explained that BH received copies of our communications (because she is the club contact for East Sussex BC) and in turn she copied DW in on her communications. Where there was any issue likely to be contentious, BH and DW had agreed to consult each other in advance. JS wondered about various issues which were mentioned at the EBU AGM such as Guidance to Directors, penalties for *Bridgemate* errors and changes to IMP/VP arrangements, but post-meeting checks suggested that these had yet to reach the RCC arena. MC Members agreed that all such matters should be fully considered by the TC and appropriate advice provided to the MC and Clubs accordingly.

9. Membership Secretary's Report

Communications with Members by E-mail

HB introduced the strategy paper which had been circulated to MC Members. The latter were content with the proposed way forward using the protocol established at the July MC meeting. HB indicated that she had consulted the Kent County Association Data Manager and would be pursuing best practice based on Kent's tried and tested experience. A Gmail account had been set up to enable enquiries to those members who had previously supplied their e-mail addresses. JM said that this would be a major step forward for the County and she was very appreciative of the work done to reach this point. She looked forward to seeing the results of the initial enquiries in due course.

Action – EW/HB

10. Newsletter Editor's Report

On behalf of Yves Lebrech, DW reminded MC Members of the final date for copy for the next newsletter (7 December 2012). This edition would be issued in bulk to clubs for distribution in order to save postage costs.

11. Communication Officer's Report

There was nothing to report.

12. Webmaster and Master Point Secretary's Report

DW reported (on behalf of MW) that the annual changes to the Master Points Scale document had been made and published on the web site. Further changes would be made in due course as the MC has approved the revised allocation of BP events recommended above.

Action - MW

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13. Conduct Committee Report

JM reported that there were no current conduct issues requiring attention although the Committee were continuing to look into a request for help from a Club over a possible appeal.

14. Education Report

DA reported that the Education Sub Group had made progress on several fronts since the last MC meeting:

- The portable display stands had been acquired and plans for their use in outreach activities were being put in place.
- Plans for the creation of an education web site were taking shape.
- A two-day course for new teachers, run by Jean Booty, was being organised for December 2012. DA sought MC approval for a related budget of £300 which would cover room hire and possible charges for attendance by Sandra Landy and DA.
- The County's juniors (18) plus six adults had attended the annual Loughborough Junior Event. Sussex attendance was the highest of all of the counties attending. Expenditure of £1400 had been within budget.
- Discussions were in hand with a school in Copthorne to expand junior activity in future.

Brian Campbell-Kearsay (replacing Peter Langston) was now working on a comprehensive business plan and DA would arrange for this to be presented to the next MC meeting.

Action - DA

15. Mentoring

JS reported that the joint meeting with the Education Group had taken place and, subsequently, those who had responded to the request for volunteer mentors had been asked to indicate in which club(s) they would be willing to act as mentors. In addition, JS had arranged for a presentation to be given to Clubs' representatives (at the Kremer Dersch event) about mentoring activity at Worthing BC. The latter had since provided copies of the associated documentation and the latter would be attached to these minutes for the information of other clubs. JS felt that it was now up to clubs to explore the opportunities for mentoring activity in their local areas.

Action - DW

16. Charities

JS had circulated a note of the charities recommended and the choices of Crawley Open House and St. Catherine's Hospice, Crawley were approved by MC Members.

17. Equipment Audit

DW reported that this work had been completed and procedures for monitoring movements had been put in place.

18. Regionalisation of County Activities

JM introduced this item by referring to the three papers which had been circulated:

- Dennis Witcomb's letter to JM
- DW's discussion paper
- An analysis of the distribution of members across the County

She invited comments and the following were made:

- DG and AS expressed concern that any of the County's major events might become diluted by developments arising from this issue.
- DA felt that regionalisation of the County's administration was worth looking at.
- AG wished to keep things as they are.
- DE indicated that DW's allocation of clubs to regions might not be the best. DW responded that consultation with clubs should be used to explore this further.
- PB referred to a mid-Sussex event which had shown that a regionalised approach could work.
- HB appreciated the thrust of Dennis Witcomb's concerns but worried that regionalisation would further reduce entries to the main events.
- JS referred to the County's past use of 'ambassadors' and agreed that we could not proceed further on this issue without consulting clubs; not only on this issue but also more generally what the County might do to add further value to clubs' activities.

JM took note of the last comment and invited DW to produce a draft survey for MC approval (by e-mail) and subsequent issue to clubs.

19. Date of Next Meeting

The next meeting would be held at 7pm on Thursday 17 January 2013 at Patcham CC.

20. Any Other Business

20.1 EBU League management System

DG reported that he was adopting this system for the Sussex League and that it would reduce the time/effort involved in allocating post-season MPs.

20.2 Composition of MC

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JA observed that the reduced numbers of MC Members at this meeting had allowed a brisker pace to the processing of business and wondered whether, in responding to the action at paragraph 4.3 above, the MC might wish to consider reducing the total number of MC Members allowed by the Constitution.

20.3 Conduct of County Business

DE proposed a vote of thanks to the Chairman for the efficient way in which business had been conducted at this meeting. He also observed that MW had been very responsive and helpful in relation to various ideas he had submitted regarding the County web site.

The meeting closed at 10.20pm

ANNEX TO SCCBA MC MINUTES 11 OCTOBER 2012

MENTORING DOCUMENTATION

WORTHING BRIDGE CLUB

Mentoring Pilot Scheme

Guidance for Mentees

1. Introduction

The Committee are very grateful to you for having agreed to participate in a pilot WBC mentoring scheme to run for three months from September 2012 onwards. Full details of the scheme are also being provided to Mentors. There are eight Mentor/Mentee pairs in the scheme and in due course we will advise you of the Mentor with whom you will be working. We will be providing your Mentor with as much information on your bridge background as is available to us. This, together with the other guidance being provided (see below) will, we hope, enable your Mentor to tailor his/her approach to suit your particular needs and in a way that is broadly consistent with the approach being taken by other Mentors.

There will be three formal mentoring sessions, one per month on Thursday afternoons in September, October and November, and, at the end of this period, the experiences of Mentees and Mentors will be reviewed with a view to improving and extending the scheme if there is a demand.

2. How will the formal mentoring sessions work?

- Each session will provide a series of opportunities for the Mentee to bid/play a set of boards and for the Mentor to take brief notes to inform subsequent discussion.
- Each set of three or four boards will be followed by a ten minute period for Mentor/Mentee discussion as to points of interest/learning arising from those boards.
- Mentors will be provided with board printouts to provide a factual basis for the discussion and Mentors' notes will cover as far as is necessary the bidding used on each board.
- Discussion about bidding will be informed by the Club's Simple Systems definition as used for the Wednesday afternoon and Thursday evening sessions.
- **Annex A** provides a checklist of other possible areas for discussion on other aspects of each hand.
- In each discussion period, Mentors will aim to convey no more than three or four key points in order not to overload the Mentee's capacity to absorb new information.

3. The Mentoring Relationships

It is, of course, difficult to predict accurately how the relationship between Mentor and Mentee will develop. In selecting the pairs for the pilot exercise we have tried to match on the basis of 'most likely to succeed' in terms of temperament, etc. We hope, therefore, that each relationship might, over time, develop further and involve occasional 'outings' to Wednesday afternoon or Thursday evening sessions to reinforce what has been learned at the formal mentoring sessions. In addition, some at least of the Mentor/Mentee pairs might agree to continue the relationship beyond the pilot period.

Whether any of the relationships is extended in this way is entirely for mutual agreement and we place no pressure on Mentor or Mentee in this respect. The mutual commitment is simply

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to the three sessions outlined above. At the end of the pilot, if one or more Mentor/Mentee relationships has/have not succeeded we can look again at how we take things forward in those cases.

WBC Mentoring Sub Group
September 2012

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- Mentors will be provided with board printouts to provide a factual basis for the discussion and Mentors' notes should cover as far as is necessary the bidding used on each board.
- Discussion about bidding should be informed by the Club's Simple Systems definition as used for the Wednesday afternoon and Thursday evening sessions.
- **Annex A** provides a checklist of other possible areas for discussion on other aspects of each hand.
- The discussion sessions should be as balanced as possible with the Mentor identifying points where the Mentee has done well as well as areas for improvement. This is particularly important as our aim is to encourage and inspire, not depress and deflate.
- In each discussion period, Mentors should aim to convey no more than three or four key points in order not to overload the Mentee's capacity to absorb new information.

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**WBC Mentoring Sub Group
September 2012**

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Checklists for Mentor/Mentee Discussions

1. Purpose of this document

Each mentoring session will provide two ten minute opportunities every hour for mentors and mentees to review each set of boards. The definition of Simple Systems adopted by the Club as the standard for the Wednesday afternoon and Thursday evening sessions exists to provide guidance on the bidding to be used. In order to facilitate a broadly consistent approach by individual mentors to discussion of other aspects of each hand, the following checklists are offered as an aide memoire to possible topics for discussion between mentors and mentees.

2. Hand Evaluation

- Milton Work point count and values needed for opening, overcalling, part scores, game and slam
- Value of voids, singletons and doubletons
- Value of points in long rather than short suits
- Value of intermediates in no trumps
- Value of long, solid suits in no trumps
- Position of honour strength in relation to opposition bidding
- Score advantage of no trumps and major suits over minor suits
- When to double for penalties
- Use of LTC (if Mentee is familiar)

3. Declarer Play

- Planning at trick 1
 - Assessing tricks available against target
 - Reviewing options for dealing with any shortfall
 - Understanding likely distributions of opposing cards in key suits
 - Reflecting on the position of your honours in light of opposition bidding
 - Considering the entries needed to facilitate necessary trick development
 - Understanding tempo and the possibility that the defence will reach their target before declarer
- Value of hold-up play in no trumps (to exhaust an opponent) and suit play (to facilitate a ruff)
- Use of the finesse (forwards and backwards)
- Value of leading towards honours and leading towards the short hand first
- Use of the ruff to add trump tricks
- When to draw trumps first and when to develop side suit(s) first
- Development of tricks with particular suit combinations – lines of play most likely to succeed
- Losing tricks to set up a suit
- Preserving entries wherever possible to keep options open
- Counting the hand as the play progresses to gather evidence, eg if an opponent has failed to open the bidding and has shown 11 points thus far he is unlikely to possess a queen you would like to locate.

4. Defence

- Selecting the opening lead
 - Analysing the bidding (or lack of it)
 - Judging the likely strength in partner's hand
 - Forming an initial defensive plan
 - Selecting the right suit to lead
 - Selecting the right card to lead from the selected suit (standard leads)
- Assessing dummy's strengths and weaknesses against the initial defensive plan
- The value of the rule of eleven
- Signalling between defenders
- Use of discards
- Counting declarer's and partner's points as play progresses to inform later defence, eg if declarer has opened a weak no trump and has already shown 11 points he is unlikely to have a missing ace and a lead away from KJ will be safe.
- Adjusting the defensive plan in light of events

**WBC Mentoring Sub Group
September 2012**

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