

SCBA Strategic Plan

November 2016

The Plan

The purpose of this plan is to describe how the SCBA Committee will meet the objectives of the Association as set out in the Constitution, namely the organisation, development and encouragement of Contract Bridge in and for the County of Surrey, and in such adjacent districts as come within the administrative area of the Association.

This plan will be used to set annual targets against which progress will be reviewed throughout the year. This Strategic Plan will be reviewed at least every three years.

The Committee

The objective is to have an effective outward looking committee committed to the development of bridge within Surrey. Not all the Committee members need to be experienced bridge players and in some cases knowledge of bridge may not be necessary.

A pool of individuals suitable to take on the roles within the Committee should be identified and constantly updated. In addition all key roles on the Committee should have an understudy who will be able to undertake their roles should they be absent and be able to take over from them when they leave the Committee.

The key roles for which understudies are required are:

- Treasurer
- PR Manager
- Secretary
- Competitions Secretary
- Matches Secretary
- Communications/Development Manager
- Web Manager

Active effort should be made to increase the knowledge of the workings of the Association in the broader bridge community by constantly refreshing the membership of the Committee. Initially this is to be achieved by inviting club representatives to join the committee for a year's secondment.

Finances

The objective is to maintain a prudent financial position with sufficient reserves to replace all assets plus sufficient to embark on a significant development initiative costing ~£3,000 in any one year.

In a normal year the Association should target to be cash neutral.

Inter-County relationships

We will be good neighbours to adjacent counties. In particular we should work with them on:

- Youth Development
- Training
- Reciprocal promotion of our respective events
- Minimising significant clashes of events in our events calendar

County events

The objective is to attract new players to competitive County bridge and retain them, while continuing to meet the needs of existing regular participants.

This is to be achieved by:

- Providing a range of pairs and teams competitions suitable for the full range of bridge experience and abilities.
- Ensuring our events are widely communicated and promoted.
- Providing prizes that are commensurate with the status of the County of Surrey and the size of event.
- Making full use of the allowance of Blue and Green pointed events.
- Ensuring all County events are executed faultlessly. The results to be posted on our website within 30 minutes of the end of the session and sent promptly to the EBU for NGS purposes.
- Using venues that are attractive and fit for purpose. A review of suitable venues will be carried out at least every 3 years or when existing venues prove to be unsuitable.

Communications

All interested parties in Surrey's bridge community are to be fully aware of our activities and be able easily to feedback their concerns and comments.

This is to be achieved by:

- Establishing and maintaining effective two-way communication with Surrey members and affiliated clubs and non-affiliated clubs.
- Carrying out a survey of all Surrey members and affiliated clubs at least every three years.
- Seeking feedback on improvements at all of our events. The results of this feedback will be communicated to members and affiliated clubs.
- Ensuring that all affiliated clubs are visited by a Committee member at least once every 3 years.

Representative events

Surrey's participation and performance in inter-county and national events is to be commensurate with the size and status of Surrey's bridge community.

Individuals with the potential to represent Surrey in the future will be actively sought.

Bridge development

The objective is to attract new players to the game of bridge and to provide training and development opportunities to those that need it at all levels of ability. This to be done by:

- Establishing and maintaining, and assisting individual clubs to develop and maintain:
 - o active recruitment and development programmes for individuals of all abilities (courses, seminars etc.)
 - o active teacher and director training programmes.
- Regularly reviewing the number of teachers and directors in the County
- Maintaining an active schools/youth programme. All schools in Surrey should be aware of what we can do to help them establish their own mini-bridge/bridge clubs.
- Encouraging non-affiliated club members to participate in Surrey events.
- Holding one or more charitable events which appeal to social bridge players.
- Ensuring all our activities, especially those that are linked to a charity, receive publicity within our own communication media and wherever possible in the local press.
- Providing all libraries, doctors' surgeries, golf clubs and other such places with leaflets extolling the benefits of bridge.
- Prioritising the fun element of bridge in our recruitment and development activities.

Clubs

The objective is to assist clubs with their recruitment, development and training activities.

This is to be achieved by:

- Working with any club that needs help to increase membership.
- Working with all clubs to encourage their members to play mini-bridge with friends, relatives and neighbours to promote the game of bridge.
- Encouraging all affiliated clubs to be an active part of the SCBA and EBU, in particular:
 - o participating in County events
 - o having a complete record of members' email addresses recorded with the EBU
 - o using EBU Club qualified directors.
- Encouraging non-affiliated clubs to affiliate.

Website

The website will be the go-to place for all aspects of bridge in the area. In addition to our own activities there will be relevant links to the websites of the EBU, neighbouring counties, and Surrey's affiliated clubs.

The website will continue to use the latest technology and should provide a model for others to follow.