



# TOOWOOMBA BRIDGE CLUB INC

## STRATEGIC PLAN

### 2019-2021

**Our Vision:**

To attract and introduce Toowoomba residents to duplicate bridge and provide support for our members to allow and encourage them to improve their bridge skills and knowledge and be competitive in club competitions and congresses.

### **Our History:**

The Toowoomba Bridge Club Inc. was established in 1982 with the amalgamation of three Bridge Clubs, the Downs Club, the City Club and the Toowoomba Bridge Club (which had held its inaugural meeting on the 26<sup>th</sup> October 1959 making it one of the oldest Bridge Clubs in Queensland). After building a club house in Water Street in 1982, the Club was informed in 1989 that its lease would not be renewed in 2012 due to re-zoning. The Club built and moved into new premises at 55 Stuart Street in 2007, which was providential as the original club house was destroyed by the 2011 floods.

### **Our Mission:**

To be a well-managed financially viable club with a well-organised and well-presented teaching program and QBA qualified session Directors to provide a respectful, friendly atmosphere in a competitive but comfortable environment for members and visitors to enjoy the game of duplicate bridge.

### **Our Values**

1. Appreciation and recognition of the efforts of our volunteers.
2. Tolerance and respect for others
3. Fairness and professionalism in all dealings
4. Honesty and integrity
5. Consistency in decision-making and problem-solving
6. Openness and accountability

## Goal 1. Marketing Plan

Objective	Strategy	Responsibility	Time line	Measure/Indicator
To increase the profile of bridge in the community and promote membership	Liaise with U3A to be involved in their Open Day and Annual program.	Dave Roberts and club teachers	August	The number of new people who begin lessons in 2020
	Plan Advertising program for beginner lessons in the Toowoomba Chronicle.		October	
	Provide resources for members to distribute to family and friends		November	
	Liaise with USQ Residential Colleges to prompt bridge lessons to USQ students	P Steele	February	

## Goal 2. Promotion of lessons on our Website & Mentoring Program

Objective	Strategy	Responsibility	Time line	Measure/ Indicator
2.1 To outline a lesson program for 2020	The Teaching sub-committee to develop and submit its teaching programs to the Management Committee for approval. Once approved, these programs will be placed on the Club's home page and Facebook page.	Denise Hartwig and Chris Snook	Dec 2019	Availability of Teaching Plan on Website
2.2 To establish a mentoring program for players wishing to improve their skills	Contact targeted intermediate and experienced players to gauge interest in participating in a mentoring program  Contact novice/intermediate players interest in being mentored	Pam Steele and Glenys Clift	July 2019	Feedback from members

### Goal 3. Management and Succession Planning

Objective	Strategy	Responsibility	Time line	Measure/ Indicator
3.1 Review job descriptions for incoming office holders.	Contact all office holders to update their job descriptions or prepare a job description if none exists before the AGM	Pam Steele	Sept 19	Office holders update their job description.
3.2 Provide Orientation Package for new members of committee at the first meeting of the new Committee.	Orientation Packages to be prepared with a copy of the By-laws, the Rules, job descriptions and be introduced to the computer and filing systems.	Henry Eastment	Sept 19	Orientation Package available for 2019 AGM
3.3 Ensure By-Laws are relevant and up to date	Review By-Laws at least annually.	Pam Steele	Oct 2019	By-laws reviewed for 2019 AGM
3.4 Encourage all office holders to have a back-up person to learn their job and to possibly be their successor.	Contact all office holders to identify back-up persons.	Pam Steele	Oct 2019	

### GOAL 4. To provide Training Programs for Directors, Trainee Directors and Teachers

Objective	Strategy	Responsibility	Time line	Measure/Indicator
4.1 To ensure Directors are kept updated on changes to bridge laws.	Run local Workshops. Invite QBA to run Workshops In Toowoomba	Chris Snook	2020	Directors understand new changes to laws
4.2 To ensure that the Club has enough qualified Directors to run its sessions	Identify and encourage players with the potential to become Directors and provide them with training.	Chris Snook	2020	New accredited Director/s
4.3 Ensure the Club has sufficient teachers to run teaching programs in accordance with marketing programs as well as targeted workshop programs	Identify potential teachers	Chris Snook Denise Hartwig Trudy Dunne	2020	Teachers available to run lessons in 2020

#### **GOAL 5. Risk Assessment -To provide a pleasant and safe environment for Bridge Play**

Objective	Strategy	Responsibility	Time line	Measure/Indicator
5.1 Do a risk assessment	Set up a Risk Register and identify factors to comply with all relevant Occupational Health & Safety requirements and maintain all equipment in good order and review annually.	Nev Luton and Management Committee	September 2019	Management Committee acceptance of Risk Assessment