

The South Australian Bridge Association

Business Plan

June 2015 to May 2020

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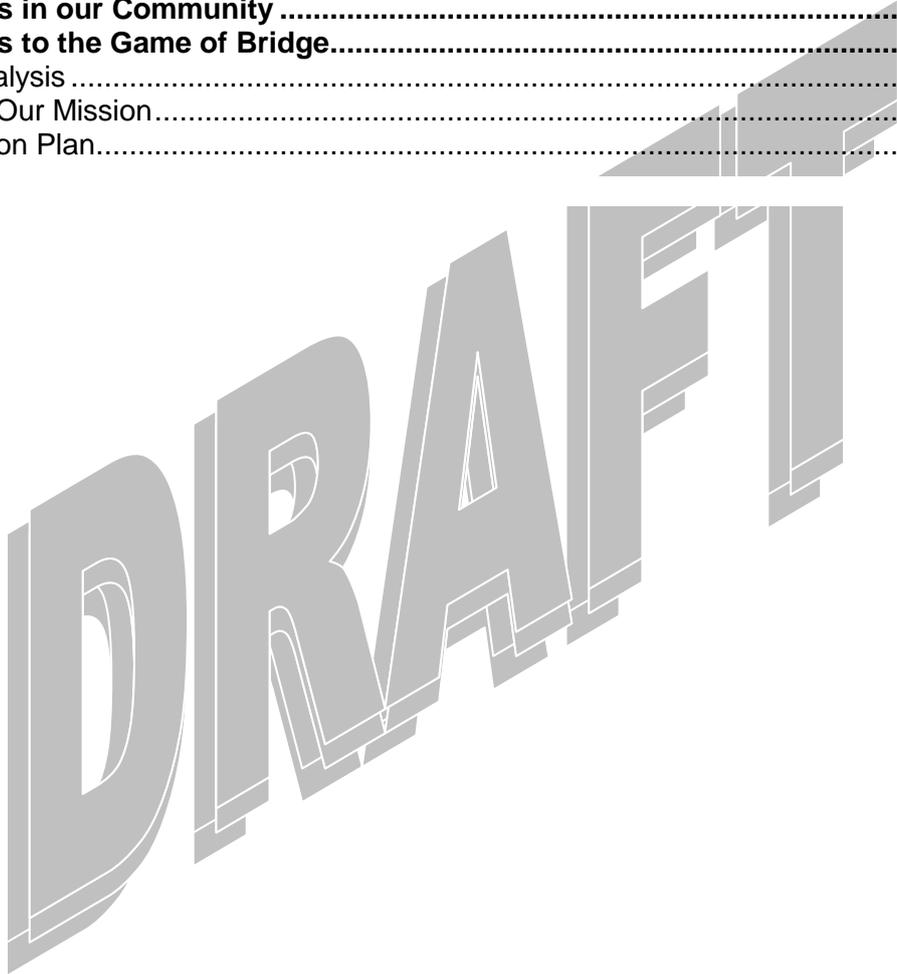
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Introduction

This Business Plan of the South Australian Bridge Association covers the period to the end of 2020. It will provide direction for the Club as it moves forward in the next decade. The plan has been developed in consultation with the SABA Committee, Directors and member representatives.

This is a living document and will be updated regularly to ensure that the Club continues to expand and to ensure that the administration of the club is able to meet the growing needs of the Club.

The key function of the plan is to provide clear direction for the Club:

- Club members and stakeholders know the future plans of the Club
- Identifying those areas which need particular attention during the planning period to ensure continued success
- Guiding management and operational planning activities including priority setting, resource allocation and performance monitoring
- Setting goals and targets to report to our members and other stakeholders

Looking Forward

The South Australian Bridge Association has been in existence for 80 years and has had a successful journey as a Club.

However the Club needs to look forward if it is to compete with similar clubs and with busy lifestyles whilst retaining the relaxed environment of playing bridge.

To achieve this, the Club must review, over time, its operation to ensure that the right mechanisms are in place to keep it being a successful bridge club.

We are going in the right direction.

Our Mission Statement

The Club has adopted the following mission statement for the Club:

“To be a successful bridge club by providing a congenial, fair and competitive environment for the enjoyment of bridge at all levels”.

Our Vision Statement

To be the Club of choice for all bridge players in Adelaide

Overview of the Club

What does SABA Offer

A key focus of the South Australia Bridge Association (SABA) is the opportunity to play bridge and provide bridge lessons for new comers and advanced lessons for progressing players as well as an opportunity to play competitions at a state or national level. Bridge sessions are offered every day except Sunday and every night except Saturday and Sunday. Some congresses and other events are also held at weekends.

Club History

SABA was formed in 1933 with a small group of members and continued in several different venues in the city before the current club room was bought in 1971. The convenient location has contributed to the continued success of SABA.

An annex was built in the late 1970's and the front of the club was rebuilt in the 1990s to allow for a lounge area .

A booklet on the history of SABA is available: "A Short History of the S.A.B.A." by Edgar Preece and Keith McNeil.

Membership

SABA has approximately 1140 members who mainly live within 20 kilometre radius of the Club. 70% of members are female and most are over 55. There are only a few players under 30 but over time this has been continually decreasing.

Approximately 76% of attendance has been during day time (65% in 2010).

Approximately 40% of members are on the government pension and SABA currently provides discounted fees to these members.

Committee/Management Structure

The SABA Committee currently comprises:

- President
- Secretary
- Treasurer
- 4 Committee Members
- A Vice President is elected by the Committee from its membership

The Committee meets monthly and provides policy, strategies, directions and control over major decisions or initiatives. Sub-Committees are also formed which include members of the SABA Committee and other volunteers.

SABA has a paid management team to run the day to day operations of SABA within the bounds of the Constitution and job description. As required, it liaises with the Committee.

SABA employs Bridge Directors, teaching staff and others either on a casual or contract basis to assist in running bridge sessions.

Future proposals and development

This business plan will include strategies for the short term, medium term and long term development of SABA.

Understanding Our Environment

SABA like many clubs and committees has issues that may impact on the success of the Club. The following have been identified as considerations that may have either a direct or indirect effect on SABA.

Changes in our Community

- people have more choices for entertainment or activities
- many clubs of all kinds are declining in membership
- people are working longer hours
- the economic situation may defer retirement for some
- redundancy may occur and force their retirement
- there are increasing number of pensioners
- free public transport from 9 to 3 for Seniors
- the prevalence of internet bridge is in competition with bridge clubs
- Some interstate clubs are noticing a decline of bridge playing at night and overtaken by internet bridge
- grandparent duties or other constraints may conflict with SABA session times
- bridge clubs are using modern techniques (such as bidding boxes and scoring machines at the table) to enhance the experience of bridge.
- bridge could be eligible for financial grants if it is declared a mind game

Changes to the Game of Bridge

- No significant changes to the game of bridge and bridge laws were identified.

SWOT Analysis

The following Strengths, Weaknesses, Opportunities and Threats were identified:

<p>Strengths</p> <ul style="list-style-type: none"> • Location • Building fully owned • Sessions most days and nights • Professionally run sessions • Full time manager • Partnership service • Friendliness • Education program • Good facilities • Full kitchen service • Honorary Committee • Large pool of bridge knowledge • Newsletter • External Member Services (Broadband for Seniors, Pianola) • Technical Services 	<p>Weaknesses</p> <ul style="list-style-type: none"> • operation of the Committee (inadequate formal processes & procedures, The Operations Manual of SABA needs updating. No governance documents, No formal induction process) • Licence disallows drinking after 11 pm Monday to Thursday • Can't play bridge in lounge • Not enough volunteers • Not enough on site parking or disabled parking • Session times may not suit all
<p>Opportunities</p> <ul style="list-style-type: none"> • It may be possible to obtain an extension to the hours allowed for drinking under the SABA liquor license. • A social event organiser group could be formed to coordinate social events • Hold special sessions mixing beginners and more experienced players • Sponsorship • Increasing numbers of retired people – opportunity to increase membership • Effective marketing • Bridge might be recognized as a Mind Game leading to possible government assistance • Possibility of approval to play bridge in Lounge 	<p>Threats</p> <ul style="list-style-type: none"> • Internet bridge or other forms of entertainment may reduce member numbers and attendance

Achieving Our Mission

To work towards our mission statement, our programs are under-pinned by the following strategic intentions.

Administration and Management

To provide effective administration to service the needs of the Club

Finance

To maintain a financial position that will meet current and future needs of the Club

Recruitment, Retention and Education

To increase club membership by 2% annually from 2010 to 2014

Communication

To maintain and improve communication and media services

Facilities and Equipment

To maintain and continue to improve current facilities and equipment

Social

To maintain and improve the social environment

Marketing and Promotion

To promote the Club to the wider community

Sponsorship

To maintain and develop a level of sponsorship that will meet the present and future needs of the Club.

Engagement with the Community

To interact with the community in a mutually beneficial way..

SABA Action Plan

Administration and Management

To provide effective administration to service the needs of the Club

Action	Responsibility	Timeline	Priority
What	Who	When	H, M, L
Review the Clubs Constitution in line with current needs	President	30Sep 15	H
Develop a Succession Plan	Club Manager	30 June 16	M
Implement the Strategic Business Plan	??	??	L
Update Operations Manual to ensure compliance with legislative responsibilities	Club Manager	Sep 10	H
Implement Codes of Conduct for staff and members	I drafted these but now given to Peter Chan	Mar 10	M

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Finance

To maintain a financial position that will meet current and future needs of the Club

Action	Responsibility	Timeline	Priority
What	Who	When	
Ensure proper governance of financial matters (should state what you're going to do eg should you list all the ways that you ensure proper governance	Treasurer	??	M

Recruitment, Retention and Education

To increase club membership by 2% annually from 2010 to 2014

Action	Responsibility	Timeline	Priority
What	Who	When	
Seek feedback from bridge students after bridge lessons and after supervised sessions	David Parrott		?
Set up a teaching task force and develop a "attendance and retention plan of action"	David Parrott		?
Promote training schedule and topics on the SABA website	David Parrott		?

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Communication

To maintain and improve communication

Action	Responsibility	Timeline	Priority
What	Who	When	
Review all communications and social media opportunities			
Issue monthly email newsletter and hard copy	Club Manager	Monthly	H
Conduct a member survey	Club Manager	Mar 10	M

Facilities and Equipment

To maintain and improve current facilities and equipment

Action	Responsibility	Timeline	Priority
What	Who	When	
Develop and maintain an asset and equipment register	Club Manager	Ongoing	M

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Social

To maintain and improve the social environment

Action	Responsibility	Timeline	Priority
What	Who	When	
Organize a variety of social events for fun	Social Committee	Ongoing	M

Marketing and Promotion

To promote the Club to the wider community

Action	Responsibility	Timeline	Priority
What	Who	When	
Exploit all avenues for advertising and promotion of bridge such as street sandwich board and free editorial content in newspapers and magazines.	Club Manager	As required	M
Promote bridge at retirement homes/villages and attend retirement seminars	Wendy Andrews	As required	M
Initiate exciting incentives for selected bridge sessions	Club Manager	As required	M
Contact various organisations to publicise SABA such as ARPA newsletter	Club Manager	As required	M

Sponsorship

To maintain and develop a level of sponsorship that will meet the present and future needs of the Club.

Action	Responsibility	Timeline	Priority
What	Who	When	
Seek sponsors (e.g. advertise on TV display)	Club Manager	Apr 10	M

Engagement with the Community

To interact with the community in a mutually beneficial way.

Action	Responsibility	Timeline	Priority
What	Who	When	
Work with Unley Council on solutions to parking issues of the Council and of SABA.	Club Manager	May 10	M
Negotiate with the Council and with local residents for authority to play bridge in the Lounge.	President	Jun 10	L