



Strategic Plan 2022-2025

Vision: Scotland to be widely recognised as a Centre of Excellence for Bridge

Mission: To foster, promote and communicate participation and enjoyment of bridge as a mindsport in Scotland.

Our Values: The following Values are integral to all activities supported and provided by Scottish Bridge Union

- Honesty and maintaining high ethical standards,
- Always treating other players, TDs and teachers with dignity and respect.
- Embracing change to continuously improve
- Welcoming
- Encourage questioning and active listening

SBU have developed a Strategic Plan that encompasses its 8 Goals and what it will be delivering to work towards achieving these. The plan includes a timeline for the immediate year 2022/23 and it is intended to update the Strategic Plan with operating timelines on an annual basis.

This Strategic Plan and the identified Activities lead directly into the organisation's Operational Plan – in which actions and budgets have been set. The Operational Team and the Trustees will be reporting to members on an annual basis, on achievements and challenges faced.

Goal 1: To increase the number of people of all ages, abilities and diverse backgrounds playing bridge

Objective	Activities	Responsibility	Timeline (2022/23)
1.1 Encourage people to learn to play bridge	<p>SBU provide materials for lessons offered by:</p> <ul style="list-style-type: none"> - Affiliated bridge clubs - Independent Bridge Teachers <p>School initiatives</p> <p>Freshers fair stalls</p> <p>SBU “Summer Academy”</p> <p>“Novice” congresses</p> <p>Marketing campaigns</p> <p>Pilot new ventures for learning (Eg minibridge in day centres)</p>	Education Committee	<p>From Sep 2022 ongoing</p> <p>Sep 2022 ongoing</p> <p>Sep 2022</p> <p>June-Aug 2023</p> <p>November 2022</p> <p>Sep 2022 ongoing</p> <p>2023/2024 ongoing</p>
1.2 Offer more diverse opportunities to play bridge	<p>SBU host national events:</p> <ul style="list-style-type: none"> - Weekly Online (SOL B/league, Weekend events) - National tournaments <p>Support clubs offering:</p> <ul style="list-style-type: none"> - Hybrid/online only/F2F only tournaments <p>Support new ventures: - eg café bridge</p> <ul style="list-style-type: none"> - Mentoring schemes - Meet & play 	<p>Competitions committee</p> <p>Club support WG</p> <p>OL/OMT</p> <p>Education Com’ttee</p> <p>Club support WG</p>	<p>From Sep 2022 ongoing</p> <p>From Sep 2022 ongoing</p> <p>From Sep 2022 ongoing – maybe “pilot” events</p>

	Marketing Campaigns supporting clubs and new ventures	Club support WG and Bus Dev WG	2/year sep 2022 ongoing From Sep 2022 ongoing
	Approach unaffiliated clubs to investigate why they choose not to affiliate		Q4 22/23 ongoing

Goal 2: People in Scotland to be aware of the social and health benefits of playing bridge

Objective	Activities	Responsibility	Timeline (2022/23)
2.1 Raise Awareness of the social welfare and health benefits of playing bridge	Promotional campaigns	Trustees/Operations Lead(OL)/Member support WG (assisted by info from external research at BAMSA)	Sep 2022 ongoing – 1 st launch Jan 2023
	Produce literature and online information for clubs to use and distribute	Club support WG (informed from BAMSA research)	Q1 22/23 preparation. Q2 printing and uploaded to website
2.2 Actively involved in research to assess the social and health benefits of playing bridge	Reach out to academic and professional health institutions to offer support with research	Trustees, assisted by Operations Lead and OMT	Sep 2022 ongoing, but likely to be longer term before results available

Goal 3: The Scottish Bridge Union to be taking account of the interests of the wider membership in determining and driving forward the operational plan.

Objective	Activities	Responsibility	Timeline (2022/23)
3.1 Members feel supported and are listened to	Trustees and SBU representatives regularly communicate with clubs around Scotland	Board of Trustees, Member Services and Club Support WG	Sep 2022 ongoing
	Online forums for direct members to be heard		Sep 2022 ongoing
	Chair of Trustee's Newsletters - informing members of any changes and linking to their queries	Board of Trustees and Member Services	Sep 2022 – regular quarterly
3.2 Affiliated clubs and districts are proactively feeding back information on Members needs/opinions to /from the SBU	Regular communication with Club Secretaries of developments and events offered by the SBU to Members.	Club Support WG	Q1 22/23 and ongoing
	Communication channels set up specifically for Club Secretaries to access SBU support	Club Support WG	Q1 22/23 and ongoing
3.3 Keep members informed of how the strategic and operational plans are developing	Annual reporting to members of the delivery and impact of activities in line with the strategic and operational plans, along with how this affects plans for the future	Board of Trustees	December every year as part of the annual reporting process

Goal 4: To show Scotland is adapting the provision of bridge to ensure its sustainability in the fast-changing digital world.

Objective	Activities	Responsibility	Timeline (2022/23)
4.1 Members feel supported and are listened to	SBU organised events online and F2F: <ul style="list-style-type: none"> - SOL/BL (online) - sat/Sun weekly tournaments (online) - Congresses (F2F/Online?) - National One-offs (F2f/Online) 	Competitions committee	Sep 2022 – annual calendar of events finalised
4.2 Affiliated Clubs feel supported and listened to	Share research with clubs of bridge players requests – eg novice F2f/ novice online tournaments etc Use club premises for national event tournaments and/or heats Consider pilot events at clubs – eg café bridge	Club support WG and Competitions Committee Competitions Committee Club support WG	Sep 2022 ongoing (planning calendar of events) Sep 2022 ongoing (planning calendar of events) Q1 22/23 research interest
4.3 Be aware of what other countries/ NBOs are offering	Research /communicate with other NBOs to see what they are offering Be part of research projects	Operational Lead and Competitions Committee Operations Lead	Sep 2022 ongoing Sep 2022 ongoing

Goal 5: Established pathways and opportunities to be set up for volunteers, teachers and tournament directors.

Objectives	Activities	Responsibility	Timeline (2022/23)
5.1 Volunteers feel supported and motivated	Regular updates to volunteering opportunities on the website. Role Descriptors for all volunteer posts	Operations Lead assisted by OMT	Sep 2022 ongoing

	Social and development sessions organised for volunteer groups – mix of F2F and online	Operations Lead/ convenors/WG Chairs	Q1 22/23 and quarterly thereafter
5.2 Teachers feel supported and motivated	<p>SBU teaching materials are readily and freely available to all who use them</p> <p>Indirectly supporting teachers by supporting clubs offering lessons – nationwide marketing campaigns</p> <p>Consider setting up accreditation for teachers – professional excellence</p> <p>Other activities relevant to 1.1 above</p>	<p>Education Committee</p> <p>Education committee/ club support WG</p> <p>Education committee</p> <p>See 1.1 above</p>	<p>Sep 2022 ongoing</p> <p>Sep 2022 ongoing</p> <p>23/24 ongoing</p> <p>See 1.1 above</p>
5.3 Tournament Directors feel supported and motivated	<p>Regular training and development sessions provided by SBU – covering new materials and discussion forums on best practice</p> <p>Maintain up-to-date guidance on best practice for TDing in Scotland. Ensuring WBF regulations incorporated at all times.</p> <p>Consistency with disciplinary procedures and processes to support TDs</p>	<p>Chief TD</p> <p>Chief TD and Law and Ethics committee</p> <p>Chief TD and Law & Ethics</p>	<p>Sep 2022 ongoing</p> <p>Sep 2022 ongoing</p> <p>Sep 2022 ongoing</p>

Goal 6: Bridge clubs and tutors in Scotland to provide high quality teaching and play facilities

Objectives	Activities	Responsibility	Timeline (2022/23)
6.1 Maintain an up-to-date Database of bridge tutors in Scotland	Research locality and expertise of bridge tutors and set up a database Offer training and development sessions focussing on - quality of teaching – sharing experience Consider accreditation scheme	Education Committee Education committee (see 5.2 above)	Sep 2022 ongoing See 5.2 above
6.2 Affiliated clubs have fit for purpose teaching facilities	Support clubs to ensure equipment in good order	Education committee/Club support WG	Sep 2022 ongoing

Goal 7: The Scottish Bridge Union to maintain a high standard of fair and honest play by all its members in accordance with the World Bridge Federation's Regulations

Objectives	Activities	Responsibility	Timeline (2022/23)
7.1 Scotland is recognised as a locality to play bridge under fair and honest competition	Clear stated process for recognising and investigating cheating	Law & Ethics Committee	Q1 22/23 ongoing

Goal 8: Scotland to have a competitive presence in international competition and a recognized voice in the governance of the sport.

Objectives	Activities	Responsibility	Timeline (2022/23)
8.1 Support players, develop players, and select teams so that results in international competitions rank highly relative to comparable NBOs	<ul style="list-style-type: none"> - Development programme for promising juniors. - Support for transition from juniors to competing in open category. - Development of squads for training and support at all levels. <p>Take part in Home Internationals, European Championships, and other international events</p> <p>-</p>	<p>Education Comm & International Committee (juniors) From 2023</p> <p>International Committee. From 2023</p> <p>Selection committee (until May 2023 for 22/23 Home Internationals)</p>	<p>From 2023/24</p> <p>From 2023/24</p> <p>2023</p>
8.2 Support national and international institutions working with bridge playing community	<p>Promote national profile through BAMSA.</p> <p>Participate in other activities to promote bridge as a Mind Sport</p>	<p>Trustees</p> <p>Educ Comm</p>	<p>From 2023</p>
8.3 Be a part of the EBL and/or WBF Executive Committees	<p>Nominate a person for EBL and/or WBF executive.</p> <p>Attend EBL/WBF congresses and seminars</p>	<p>Trustees</p>	<p>Start activity now with aim to nominate for 2026</p>

9. Support and Infrastructure needed to deliver Charitable Activities

Objectives	Activities	Responsibility	Timeline (2022/23)
9.1 Create and maintain a members database fit for purpose	<ul style="list-style-type: none"> - Identify user requirements - Review and consider options available - Plan implementation - Monitor progress 	Member Services / Operations Lead/ Trustees	Q1 22/23– user requirements Q3 22/23 – timetable for upgrade and implementation agreed.
9.2 IT framework for the SBU that encompasses communications, archiving, training and online meetings	Install and manage the IT administrative framework, so that it supports the delivery of the charitable activities.	Operations Lead	Q1-Q3 22/23
9.3 Financial processes and procedures appropriate to the size of the Charity	<p>Recruit and support a Treasurer to ensure financial governance and competent financial reporting</p> <p>Update and document financial policies and procedures, formalising with trustee approval</p>	<p>Trustees/ Operations Lead</p> <p>Trustees/ Treasurer/ Operations Lead</p>	<p>Q1 2022/23</p> <p>Q2 22/23 – finalise for Trustees approval</p>
9.4 Keep valued staff and volunteers	<p>Maintain HR and volunteer management policies and procedures to ensure:</p> <ul style="list-style-type: none"> - Staff and volunteers supported and motivated - Succession framework in place - Consistency of delivery 	Trustees/ Operations Lead	Q1-Q2 22/23
9.5 Ensure an effective operational	Develop role profiles for all posts	Operations Lead /Trustees	Q4 2022

(people) structure is in place	<p>Develop and implement a comprehensive succession planning model</p> <p>Assess current structure to ensure it is fit-for-purpose. If not, make recommendations for changes</p>		<p>Q4 2022/</p> <p>Q1 2023</p>
--------------------------------	--	--	--------------------------------