



**Minutes of the Trustee Meeting for English Bridge Education & Development CIO
Held at The Chartered Institute of Arbitrators, 12 Bloomsbury Square, London, WC1A 2LP
on Wednesday 2nd March 2016 at 12:45pm**

Present:	Andrew Petrie (AP)	Chairman
	Mike Hill	Trustee & Treasurer
	Gary Ames (GA)	Trustee
	Jeremy Dhondy (JD)	Trustee
	Richard Banbury (RB)	Business Manager, EBED
	Sue Maxwell (SB)	Education Manager, EBED
	Barry Capal (BC)	General Manager EBU & EBED
	Peter Stockdale (PS)	(minuting the meeting).

1. Apologies for absence

Bernard Eddleston (BE)	Trustee
Michael Krause (MK)	Trustee
Caroline Small (CS)	Trustee
Rob Lawy (RL)	EBU Representative

2. Minutes of the meeting 17th December 2015

2.1 Accuracy

The minutes were approved as accurate.

2.2 Matters arising

2.2/4 – JD reported that he had received a reply regarding Erasmus+, and the bid had not been successful. The Polish official dealing with the applications had submitted a new bid, this time focussing on those aged over 60. He was more optimistic of success, and if it was approved then EBED would be involved.

4.3 – AP advised that amendments could not be made to the annual report once it had been submitted.

4.4 - PS reported that the teaching survey would close soon. 326 replies had been received – just over half of all affiliated clubs. It was agreed that a brief summary of the results, and possible actions, would be published in the June or August magazine (dependent on the speed of analysing the responses).

7 – The production, and frequency, of the EBED newsletter was discussed. SM and RB would consider who would be involved in writing it, and whether producing it more often – or at different times of the year – would be appropriate. It is currently produced in May and November.

3. Chairman's update

AP stated that, with the appointment of RB and SM, the organisation is now resourced.

AP reported that, as expected, and despite his best efforts, the lease on the premises used by South Bucks Bridge Centre – Tudor Barn - had been lost. The split had been amicable, and a new club would be starting at Tudor Barn so there would be little disruption to those who play at the club. The



club would be affiliated to the EBU, and EBED would continue to provide teaching – both of which was agreed to be positive. The bridge assets of SBBC had been bought by the new club. The remaining assets would be written off – in some instances only part of an item was an asset of SBBC. The new club had contacted JD regarding a constitution as they did not believe the model constitution provided by the EBU was suitable. They would be advised that it was appropriate for an unincorporated association, but would also be offered the model constitution for a CIO to use as a starting point.

As the EBU's new membership system would be important for aspects of EBED's work, AP invited JD to give an update on its progress. JD reported that it would likely be implemented in May.

JD explained to the Trustees that the EBU Board was unclear on the EBU's responsibilities with regard to 'education' given the existence of EBED. Rob Lawy, an EBU Board Member, had been asked to take particular interest in education matters for the EBU Board, and had therefore been invited to attend EBED meetings as an EBU representative. He had not been able to attend this meeting and had sent his apologies. It was agreed that RB and SM should meet with RL at some point in the near future if possible.

4. Roles and responsibilities

AP had circulated a document prior to the meeting which gave a proposed organisational structure, and how the role of the board would comply with the Good Governance Code. It was agreed that this provided a good structure for how business would operate.

A discussion took place as to how the Trustees could best fulfil their duty to make sure the charity was well run, without getting too involved with its day to day operations. These arrangements would enable the Trustee meeting to concentrate more on strategic matters and the Chairman would modify the agenda to ensure this happens.

BC noted that there needed to be a clear definition of what is 'operational' and what is 'strategic' to ensure there was a demarcation of responsibilities. GA stated a belief that for main ventures there should be a lead trustee to which everyone could turn, but they should not 'micromanage' the work, and should only be there to ensure there is oversight and things remain on track. It was agreed that in such instances the trustee should primarily liaise with the EBED managers, and not directly with EBU staff who are assisting with the work.

5. 2015/16 End of Year forecast

MH referenced the question raised at a previous meeting as to whether the fall in book sales was due to people buying in bulk before the price was increased. He was able to confirm that this was likely to have been the case.

The 2015/16 End of Year forecast had been updated, and it had been circulated prior to the meeting. It was showing a healthy surplus.

6. Initial draft of 2016/17 budget

MH had circulated his 'headlines' for the 2016/17 budget prior to the meeting. He highlighted that there would not be a Junior Teach-In in 2016 and that budgets for the main projects would also be included.



It was noted that the amount budgeted for the Fast Forward Bridge project would likely be more than was required. It was reported, however, that a 'spring cleaning' and reprint of the Bridge for All books was needed soon, and as these books would need to fit with the Fast Forward Scheme it was suggested that an amount be moved from that budget to a 'BfA reprint' budget.

JD queried the EBU donations – MH explained that the overall amount paid by the EBU to EBED had not changed, but the allocation had changed which perhaps made it look at first glance that the amounts had been adjusted.

MH expressed his intention to circulate the background figures to how the budget for projects was produced so the Trustees would know how the final figures were reached.

GA queried the figures relating to the tuition from SBBC. SM explained that it partly related to the fact that teaching only took place for half the year in 2015/16, and would be for the full year in 2016/17. She also advised that the change in arrangements with the Tudor Barn venue would mean that, for example, a room hire cost would be incurred. The price of the lessons would be increased, however, so the same surplus would be achieved.

MH explained that the budget for the schools project was just an estimate, as it had been agreed that small ventures which fall under this banner would be funded when they arose, and therefore spending would be affected by the level of demand.

7. EBED strategic plan

AP circulated an update to '5 year objectives' for EBED for the period 2016-2020 and invited comments on its content.

RB commented that he believed that EBUTA was unknown to many people, and alongside an increase in 'quantity' there should be an aim to increase 'quality' – that providing more benefits to the members was as important as increasing the number of members.

A discussion took place regarding funding for the research project on the health and social benefits of playing bridge. It was recognised that currently there was a large gap between the amount needed for the medical research project, and the amount currently available, and currently there was no obvious source from which the missing funds could be obtained. It was suggested that the project plan be shown to a fundraising manager or company – perhaps one which worked on a 'no funding, no fee' basis – to establish whether they believed there would be interest in the project from donors. GA suggested approaching the Institute of Fundraisers. It was agreed that this would be a worthwhile course of action.

RB had been asked by AP to review EBED's governance arrangements and highlight any areas which needed urgent attention.

8. Project Review

8.1 Accelerated learning and BfA revisions

SM had circulated a document prior to the meeting which outlined the schedule for the 'Fast Forward' project.



SM explained that the scheme would generate a system card, and a new study book for the student. It was also hoped that the material could be complemented by an online source, though nothing was established at present.

It was recognised that alongside producing the teaching material it was necessary to have a business plan. Whilst the scheme is being developed with the primary intention of producing more players, it was noted that EBED is reliant on revenue from trading, so it will be necessary to generate income from the scheme. SM stated her belief that the 'fast forward' scheme was part of the larger Bridge for All scheme, which was profitable through the sale of books, and she believed that the accelerated scheme would add to this revenue.

BC would be organising the contract in the near future and would ensure that the issue of intellectual property would adequately covered.

It was also recognised that there would need to be a 'marketing plan' to introduce the scheme, and also a plan to ensure that anyone learning via the accelerated scheme progressed to playing in a club. SM identified that there may, therefore, be some costs involved in launching the scheme. This would need to be considered when budgeting for the project.

BC would work with SM to produce a business plan, and also to better define the timescales for the costs being incurred for budgeting purposes.

Although the scheme would not likely to be ready to deliver to the public until summer 2017, some progress reports would be included in the Accolade newsletter to remind EBUTA members that the work was being done and to maintain interest.

8.2 Health & Social Benefits

In CS's absence it was noted that she had made great strides with the 'qualitative' aspects of the work and that a contract had been signed with Stirling University to undertake a literature review, a survey of club players, and a summary of interviews with elite players. No progress had been made on the medical aspects of the project as the funding was not yet available – as discussed previously in the meeting. Concern was raised that if the EBED Sim Pairs was cited as raising funds for this project it would be necessary to ensure the promotion of the events used wording which did not restrict too tightly how the funds could be used. BC and PS would check the wording used in the article to be printed in English Bridge, and on the EBU and EBED websites.

8.3 Young people

BE had circulated a report prior to the meeting. In it he noted that EBED was insufficiently resourced to deliver a nationwide strategy, so would therefore be better served to take advantage of opportunities which presented themselves at a more local level. The trustees were happy to adopt BE's suggestion.

SM stated her belief that money needed to be spent to produce promotional materials which could be circulated to schools and other interested parties. AP suggested this work may be outsourced as SM may not have sufficient time to devote to the venture.



9. Possible future projects

A list of possible projects, which could be put in motion if/when funding or other resources were found, was circulated prior to the meeting. It was agreed, however, that it would be important not to take on too much.

Teaching/improvers holidays in conjunction with Bridge Overseas was believed to be something which would be easily achievable. This would be a way to increase the availability of teaching.

A project to help teachers recruit students was identified as one which could be implemented and funded more easily than others. SM advised that she had identified an advertising opportunity in the national press, and believed it may be possible to recruit students this way. It was noted, however, that it would be necessary to have in place the means to handle any responses which were forthcoming. This would necessitate both a list of teachers who were able to deliver lessons to interested students, and someone to field the enquiries and link the student to the teacher and to a bridge club. SM and RB would consider how this may be done. A budget was approved for this project.

10. AOB

There was no additional business