



## MINUTES

<b>Date:</b>	5 <sup>th</sup> September 2019
<b>Venue:</b>	Young Chelsea Bridge Club 54 Goldhawk Road London W12 8HA
<b>Time:</b>	1230 - 1700
<b>Meeting:</b>	EBED Board Meeting
<b>Attendees:</b>	Andy Margetts - Chairman (AM) Jeremy Dhondy - Trustee (JD) Bernard Eddleston - Trustee (BE) Caroline Small – Trustee (CS) Dom Wilson - Trustee (DOW) Terry Hewett – Trustee (TH) Mike Hill - Trustee & Treasurer (MH) Douglas Wright – Trustee (DBBW) Sam Kelly – EBU Communications Officer, Minute Taker (SK)
<b>Apologies:</b>	Donna Wright - CEO EBED (DMW) Mary Sharp – Trustee (MS)
<b>Agenda:</b>	Agenda Item 1 – HOUSEKEEPING Agenda Item 2 – FINANCES Agenda Item 3 – GOVERNANCE ISSUES Agenda Item 4 – OPERATIONAL ISSUES Agenda Item 5 – AGENDA ITEMS FOR DECEMBER Agenda Item 6 – AOB



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### Agenda Item 1 - HOUSEKEEPING

- a. Welcome and Introductory remarks  
AM Thanks to those attending
- b. Apologies (already received from MS and DMW)
- c. Introductions  
AM introduced DBBW as a new trustee and invited DBBW to say a little about himself. DBBW has 11 years teaching experience, he currently runs the 3 Counties Bridge Club and has also played a significant development role for Surrey County Bridge Association.
- d. Minutes
  - I. Accuracy  
No particular points, a few grammatical and wording errors pointed out.  
The pages were numbered "of 8", but should have been "of 7"  
These were both from page 5, Agenda Item 3,
    - a. I. A missing E from EBED
    - b. II. A missing M from DMW
  - II. Matters Arising  
No matters arising
  - III. Reviews of actions  
The following actions were reviewed:  
A043 – a draft of the re-pricing with EBTA has been created, DBBW to present recommendations to the next meeting  
A058 – This project is well underway and currently sat with proof readers. The current stock has been discounted, with a view to start selling the new version in January 2020  
A059 – defer to next meeting in DMW's absence  
A060 – to be discussed as part of the Gift Aid section 2d  
A061 – to be discussed as part of Governance section 3c  
A062 – Deferred to next meeting in DMW's absence
  - IV. Approval  
Minutes of previous meeting approved.

### Agenda Item 2 – FINANCES

- a. 2018/19 year-end review (pre audit) (MH)  
MH confirmed that he is still waiting for the year-end figures and should have first draft in approximately two weeks' time. There is a meeting scheduled for 27<sup>th</sup> September at Aylesbury to discuss the report.  
The only change to the earlier draft figures is to reflect the invoice now received from the social research



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project "Imperial" in the 2018/19 accounts.

b. 2019/20 final budget (MH)

MH confirmed that the only significant change that will be seen in the final version of the budget is the adjustment of expenditure for research to reflect the additional amount now included in the 2018-19 accounts.

There are also minor adjustments to how staff time is allocated.

AM drew the board's attention to problems regarding how internal staff time is recorded and the accuracy of time sheets. A new approach is being started, with timings reported at the end of each month, including actual hours worked on each project rather than percentages of time spent. This is to ensure that activity is accurately reported and the profitability of activities are better measured. BE cautioned against overburdening staff with too much paperwork. MH confirmed time allocations are a very different to the estimates given at the start of the year.

c. Q1 Management Accounts Review (MH)

MH confirmed he had received no questions via email.

DBBW questioned if income was similar to the previous year and lower figures were due to a fall in donations and subs. MH advised that the surplus is expected to reduce due to the start of projects that have been put on hold. There are no big donations expected. There was discussion around the amount that should be kept as a surplus in reserves. MH questioned how this would affect the financial reports and would need to investigate further. It was generally agreed that a reserve fund was needed for a minimum of one year's costs.

**Action:** AM & MH to write a proposal for inclusion in the accounts to be agreed at the next trustee meeting.

AM noted that EBED Sims have disappointing numbers of attendance and that we should make more of an effort to publicise and market them. JD agreed.

**Action:**

d. Gift Aid (MH)

Gail Nancarrow (GN) (Account Manager) wrote a report explaining Gift Aid for AM.

MH stated that when a donation is made to EBED, as a charity the donor can choose to select it for Gift Aid, which means that tax can be reclaimed on any donated amounts from UK tax payers. The Gift Aid donations are then broken up and allocated into pots that they were donated towards.

There was a discussion on the process of EBED accepting donations which were made with the aim of benefiting attendance at specific international events by junior AM said that EBED has previously taken money for juniors going to China, which was passed to the EBU to spend on this cause to the extent that it related to participants in full-time education and hence met our charitable objectives.

MH confirmed that we run various checks on the terms for giving to juniors' events.

There was some discussion around Gift Aid, how it works and how it the money is allocated to projects and whether EBED was acting in line with appropriate Charity law. Following MH's report and explanations, the board concluded it was comfortable that EBED was acting appropriately in this regard.



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It was concluded that as long as the donations were being made for specific causes in line with EBED's charitable objectives then they could be given to EBU to use effectively in support of those causes.

**Action:** AM and MH will look to formalise the process of claiming Gift Aid and make the passing on of donations more efficient and timely.

The idea was raised of applying Gift Aid to the EBED Sims, however, following some discussion, this was deemed likely to be too difficult and bureaucratic in practice to be worthwhile given the limited potential benefit and hence dismissed.

### Agenda Item 3 – GOVERNANCE

#### a. Interaction with EBU (AM)

AM reported on his recent meeting with EBU board members (Jeremy Dhondy - Chair, Ian Payn – Vice Chair and Jerry Cope – Treasurer) regarding the ongoing relationship between the EBU and EBED, which took place in August.

The meeting was positive and productive and centred on giving the EBU comfort their donations are being used to good effect, whilst allowing the trustees to manage the process of delivering.

- There is a reference in the EBU board minutes of what the EBU expect EBED to achieve, this will be discussed at the next AGM in November, with a view to a further report being issued in December/January to set out aims. The plan is for a continuous, informal dialogue.
- There will be headline objectives/aims from the EBU – the first of which is likely to be more focus on the transition from classroom to clubroom.
- The second objective from the EBU was fundraising, with a caution that it is difficult to raise money from the general public. It is easier to raise money for specific projects.

AM noted that EBED should look to maximise revenue and not rely on the EBU, for example, look into legacy donations and external grants.

AM is arranging a meeting with chess charity Chess in Schools, to look at collaborating to acquire lottery funding. There was a cautionary note from JD that the next funding round may be more difficult as the EBU is itself under a degree of financial pressure. The next meeting between AM and the EBU officers is due to take place in December. The need to keep a close relationship with the EBU was noted.

AM asked for a volunteer to go to the EBU AGM on behalf of EBED as he is unable to attend this year due to a prior holiday commitment (already explained to the County Chairman's Meeting). BE volunteered to go in his place.

#### b. Constitution amendment (AM)

AM reported that DMW had highlighted that the current constitution does not allow for a board member to be removed were they to act against the interest of the charity. It was specifically noted that the suggestion was not prompted by the actions of any current EBED trustees and that it was in no way connected with the departure of CS and JD who were retiring at the end of this meeting.



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A discussion was had around amending the constitution to include the option of adding a vote of no confidence.

AM has looked at possible options, with a need for a properly defined process, e.g. a written note of warning and a meeting in which the defending board member can air their views before a motion is put to a vote. The concept was agreed in principle. There is a need to clarify any changes to the constitution with the charity commission. There would also need to be a formal resolution from the trustees to amend the constitution.

**Action:** AM to suggest new wording and a formal extraordinary meeting will be timed to coincide with the next board meeting.

### c. Trustee Handbook and Policies Document closure report (AM)

AM reported MH's suggested revised wording on contract approvals as a result of BE's question at the last meeting. The revision continues to require trustee approval for contracts but clarifies that for contracts related to routine operational activities, this approval is deemed to have been given by approval of the annual budget. Subject to this, signature can then be the CEO. The revision was approved.

All the policies and trustee guidance have now been finalised and consolidated into two handbooks that are available in the newly created Trustees' Dropbox. AM asked all board members to check they have access to the Dropbox documents. No more action is needed on this point until the next annual review (scheduled for June 2020).

AM also gave thanks to Claire Wheeler for her help with this project.

### d. Dropbox

AM noted that all board papers and minutes are now to be routinely added to Dropbox, and if members are happy to view them from there rather than have them posted, to let Kay Carter know.

### e. Patron

DMW had suggested EBED consider a patron for the charity.

AM asked for ideas and after some discussion it was decided that the idea was worth further consideration.

**Action:** Board members to think about ideas for who we could approach and ask if they would like to be a patron of EBED. AM to also talk to Andrew Petrie (AP) (Former EBED Chair) about an earlier consideration of the idea.



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f. Staff appraisals (SK was not present for this item)

Impending staff appraisals were discussed.

### Short break

### Agenda Item 4 - OPERATIONAL ISSUES

#### a. CEO's Report

- I. Questions from trustees on report  
DMW's written report was noted and there were no questions arising. However, there was no discussion of its contents given DMW's absence
- II. Old Materials (Modules 5 & 6)

These modules were discussed and it was concluded that the material may be re-used in future publications by EBED along with the additional material (and in particular four relatively well-developed modules) unearthed by a now-completed review of the archives. It was decided to remainder the old physical stocks of modules 5&6 which could be of interest to teachers via EBTA.

#### b. TLAG (DBBW)

Appreciation was noted for the work MS had done in establishing the new committee and for the breadth of experience she had managed to secure to serve on it.

There was then a discussion of the recommendations from the inaugural TLAG meeting:

- I. Recommendation: Speedy access to supervised play and duplicate sessions are an important factor in transition from classroom to club duplicate and should be included in any new scheme.  
Decision: Agreed
- II. Recommendation: EBED should provide students and teachers with a guide to the best of the on-line resources.  
Decision: Agreed
- III. Recommendation: EBED should build collaborative relationships with major complementary organisations; share strategy development with them and work together where appropriate.  
Decision: Agreed
- IV. Recommendation: The e-learning strategy should assume all students using these materials have internet access and the skills to access resources. EBED should continue to keep traditional books in print for non e-learners.  
Decision: Agreed
- V. Recommendation: The e-learning strategy will take a modular approach by topic with resources



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organised by topic not format.

Decision: Agreed

- VI. Recommendation: Student and Teacher editions of all future publications to be issued.

Decision: Agreed

- VII. Recommendation: Resources on transitioning to the Club Room will be included in future schemes e.g. etiquette, use of bidding boxes etc.

Decision: Agreed

- VIII. Recommendation: Review the publication of Fast Track Bridge.

Decision: Further Action/Information Needed

- IX. Recommendation: Annual meeting of Teacher Educators to be held to review and update course content.

Decision: Agreed

- X. Recommendation: Club Teacher Training Courses to include diversity and H&S training.

Decision: Agreed

- XI. Recommendation: Club Teachers to hold Associate Status for two years maximum.

Decision: Agreed in principle but left open for a recommendation to be given at the next Board Meeting which is considering proposals to modify EBTA

- XII. Recommendation: A structured process to mentor and track EBTA teachers to be developed.

Decision: Agreed

- XIII. Recommendation: EBED to identify and target retiring teachers to recruit as bridge teachers.

Decision: Further Action/Information needed

### c. Impressions of EBTA (DBBW)

AM outlined the timetable for the implementation of proposals to modify EBTA. DBBW reported that he and LW had independently developed thoughts and these were being discussed ahead of consideration at the next Quarterly Review and presentation to the next board meeting with a view to implementing any recommended changes ahead of the next EBTA subscription at the end of Q1 2020.

### d. Youth Matters

Following the Junior Teach-In (JTI), the playing card makers and sponsors were very happy and enthusiastic about the event. However, attendance was again less than we would have liked. It was suggested that there may be a need to take account of other more regional youth events, as this may be affecting the numbers at the National JTI. Feedback regarding the food and venue was very good.

It was requested that more information is available on the EBED and EBU websites.



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JD reported a request made to him by Marietta Andre of Richmond, he said that he had spoken to Giles Ip who said he would follow this up. AM undertook to raise this with DMW to see if EBED could assist further.

### e. Research Projects

- i. CS conducted MRI scans of the brains of 13 bridge players and 10 control subjects, while they were asked to complete a number of tasks. The first was a simple paired-associates game. They were then scanned taking part in anxiety inducing tasks – e.g. Stroop test, and a task similar to the tower of Hanoi.

The current population under consideration was restricted to looking at right-handed females, aged 60-80. Given that profile, volunteers may have other age-related illnesses. There are also requirements such as all dental work needs to be MRI safe and no knee or hip replacements.

The data still needs to be debugged which will be a complex task and a short extension has been requested to allow for analysis over the next six weeks. The project is also looking to scan five more players and two more control subjects.

When ready CS will write up a report and send this to AM.

The study has also uncovered that the test population has a surprising amount of general anxiety, which is slightly lower amongst the bridge players.

There are three possible outcomes to the study: No difference found between control and bridge players; there is a slight difference but more research is needed; or there is an interesting difference found.

It was noted that EBED may not be the appropriate party to fund to conduct further primary research. The email of the report is expected to be due by December.

CS is also in discussion of a more longitudinal study with a member of the government grant department.

- ii. DOW started by confirming that the Stirling project is going to plan. Kevin Judge is currently putting together an annual review, with no unforeseen problems. The way the research is emerging has encouraged more interviews and further funding requests, which were turned down at the last meeting.

EBED would also request Keeping Bridge Alive to set some aims before we consider a formal endorsement of their projects.

**Action:** DOW to feedback to Sam Punch that EBED will attend the conference next February. However, EBED will not be a sponsor of the event or provide financial assistance.

### Agenda Item 5 - AOB



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This was the last board meeting from both CS and JD who are both stepping down. AM thanked CS for all her hard work on EBED's research projects - taking the lead on the Imperial project and managing the relationship with Stirling – and for agreeing to attend a future board meeting to present Imperial's findings at the appropriate time. AM also thanked JD for helping establish the charity and playing such a vital role in its dealings with the EBU. He also thanked him in particular for his ongoing advice on technical bridge matters.

No other business.

The date of next meeting has been agreed as Thursday, 5<sup>th</sup> December 2019 to be held at YCBC.

**MEETING CLOSED 17.00**



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### ACTION SUMMARY

ACTION	AGENDA ITEM / ACTION / NOTES	RAISER	OWNER	DUE DATE	STATUS	UPDATES
A043	Provide draft recommendations for pricing	AM/ DBBW	DMW	Next Meeting	Open	
A058	Red Book refresh	MS	MS/JD	Q4 2019	Open	On track for Jan 2020 launch
A059	Separate identity project	TH	DMW	Next Meeting	Open	
A060	Gift Aid procedures revision to document	TH	MH	Next Meeting	Open	
A062	Review of Kindle possibilities	DMW	DMW	Post A058	Open	
A063	Clarification of reserves policy	AM	MH/AM	Next Meeting	Open	
A064	Proposed constitution amendment to document	AM	AM	Next Meeting	Open	