



## MINUTES

|                        |  |  |
|------------------------|--|--|
| <b>Meeting</b>         | <b>EBED Trustee Meeting</b>  |  |
| <b>Date &amp; Time</b> | <b>7 December 2023 from 9.00 to 12.00</b>  |  |
| <b>Location</b>        | <b>Via Zoom</b>  |  |
| <b>Attendees</b>       | Lee Guy, Chair<br>Gillian Fawcett – Trustee (GF),<br>Terry Hewitt, trustee (TH)<br>Ian Lewis, trustee (IL)<br>Tim Chanter trustee (TC)   | Simon de Winter – Trustee & Treasurer (SdW)<br>Mark Humphris – CEO(MH)<br><br>Minute taker – Mark Humphris |
|                        | <ol style="list-style-type: none"> <li>1 – Housekeeping</li> <li>2 – Operational Issues</li> <li>3 – EBU Update</li> <li>4 – Strategy</li> <li>5 – Any Other Business</li> <li>6 - confirmation of next meeting date</li> </ol> <ul style="list-style-type: none"> <li>• Note – minutes not necessarily in actual order of discussion</li> </ul> |  |

### 1 – HOUSEKEEPING

#### 1a - Welcome and introductory remarks:

LG Welcomed everyone to the meeting, he stated that EBED is in a strong financial position and is currently operating with a cash surplus. Demand for training and our products is strong and there are positive signs with regard to youth bridge participation. LG referenced detailed discussions between LG and MH to focus on prioritization of EBED team resources to deliver on core commitments, and the need to expand the team to make progress on areas where improvement is needed. This is covered in Document D provided in the pre-read for this meeting. LG wants this conversation to be the main focus of today's meeting.

On youth MH has produced a “state of the nation” paper on youth bridge, based on detailed research by Joan Bennet. MH has prepared a draft specification for a single central portal for youth bridge. We are beginning to think about working on a youth strategy and LG is exploring the possibility of hiring Giorgio Provenza as a consultant to work on this.

LG has had exploratory discussions with Scott Hoffer (Tricky Bridge app) and will follow up with him in January about the possibility of expanding the app to acol players.

LG complimented GF on her recent receipt of the EBU silver award.

#### 1b- Apologies – none

#### 1c – Minutes –



Regarding actions from previous meeting:

A119 – design a flow diagram to map out the pathway for Smartbridge students – MH is proposing that we do not progress SmartBridge , and therefore it is agreed that there is no requirement to complete this action. To be shown as complete.

A123– provide trustees with access to Teaching Hub – MH agreed this had been overlooked and committed to resolve.

A124 – share CTT course content with TH and TC – MH reported that this had been completed. POST Meeting note – material originally shared on 11<sup>th</sup> September, original email recirculated to TH and TC immediately after the 7<sup>th</sup> December meeting - CLOSED

A123 (duplicate reference in the draft MOM – now changed to A125) – state of the art paper on Youth Bridge (LG contends that state of the nation is a more accurate description of the intention) POST meeting note – the paper has now been circulated with an alternative title “state-of-play”

GF pointed out that there has been a failure to circulate some of the documents that have been referred to in relation to previous actions (eg the state of play on youth bridge) more widely to the Trustees. TH suggested it should have been included as pre-read to the Meeting. MH agreed to circulate immediately after the meeting.

GF also pointed out the need to be more inclusive with the trustees on many issues, particularly youth issues, information needs to be circulated earlier to build trustee input and seek their help. TC supported this – the trustees have a lot to offer.

TH reiterated the need to communicate the action points from the meeting to the participants, even if there is a delay in issuing the full MOM.

**1d – Conflicts of interest** – none raised

## **2 – OPERATIONAL ISSUES**

2A – CEO Report (MH) & Questions from Trustees – Document B  
There was discussion of the CEO report presented by MH

GF questioned MH to explain the issue around why EBED has recently been criticized (at the EBU AGM) over provision of county level director training. MH explained that he has deliberately treated this as a low priority, based on the very low demand for the autumn 2022 Advanced TD training session. EBED’s activity in TD training has been focused on meeting the need for club level TD training. There has been some very poor external communication on this subject which is the root cause of the issue. The EBU has now agreed to manage provision of the county TD assessment sessions and has scheduled an event for April. EBED has arranged to hold an advanced TD training session in March.

EBS Relaxed games. There is agreement to cease these as an EBED operated task, however there was more discussion around what the next steps would be. TC - one suggestion is finding a bridge teacher to take this on. TH asked if we can offer alternative sessions to divert people to known club sessions. LG suggested the need for a directory of where to access supervised play or sessions for improving players. TH – that’s a major project , let’s suggest this to the EBU EWG – ie how to IL – difficulty is maintaining and updating it. But LG – this is probably something EBEd should be doing – MH view – let’s add to the list of low priority projects and work this once we get a communications officer on board.



Youth – partly discussed earlier in section 1C - LG has had discussion with MH , and to a lesser extent TH, on issues relating to youth and has drafted and email that will set out a plan and specify the steps needed to develop strategy and to issue a note defining some priorities and actions regarding youth strategy. Strong belief that a bottoms up based youth strategy is the right alternative rather than a centralized “top down” approach.

The role of Giorgio Provenza as a potential additional temporary resource helps break the “chicken and egg problem” – how do we recruit a youth officer without a strategy , and how do we write a strategy without a youth officer.

LG to revise note, review with MH, TH and GF and then issue

TC made a suggestion to identify and make available a dozen or so tools that can be provided to those wanting to be active in youth bridge – ie resources available, and things in progress. There was support for this.

Single central portal specification – this has been drafted , to be shared with trustees and YAG members. IL has offered to help on implementation of this, using a demonstration on the Bridgewebs platform.

### **3 – FINANCE**

#### **3 a. SdW presented Documents**

C-1 Sources & Uses of Funds : 6 Months to September 2023

C-2 Sources & Uses of Funds : 12 Months Rolling to March 2024.

C-1 shows a positive start to the financial year, surplus after 6 months of around £31k. Driven by increased income from book sales, CTT and TD, when compared to budget.

C-2 forecasts that for the full financial year the surplus over budget will drop to £28k, this is in line with normal expectations where revenues typically fall in the second half of the financial year.

TH raised a concern that there are several projects that have absorbed significant funds but are not progressing, examples are: new blue book, Smartbridge, English Bridge School. This led to a discussion about whether the root causes are lack of adequate project definition, or poor execution of projects.

TC suggested that poor project definition is the underlying issue affecting Smartbridge and Blue book projects. MH agreed and stated that importance of good discipline in establishing the project objectives is vital.

IL countered that some of these are not sunk costs and that possibly some of what is created has value later for EBED. An example, suggested by MH is that the slides created for the EBS are now used and accessed withing the teaching hub.

TH thanked SdeW for the work he puts in to the EBED accounts

**3 b.** MH reminded the trustees that there are several information requests from Gail Nancarrow which relate to the setting up of the wealth management account which will be used to deposit the funds that EBED expects to inherit from the will of the late Gerard Faulkner.

TC challenged why so many trustees are being nominated as signatories on the account. LG offered to revert to



Gail to rationalize the number. GF is happy to be an additional signatory.

#### 4 – EBU UPDATE

MH reported that, during the EBU AGM there was scrutiny about the news that EBED is the beneficiary of a significant bequest from the will of the late Gerard Faulkner. This means there will be scrutiny on how we spend the money and upon the relationship between EBU and EBED.

MH recommends that we prepare more carefully for how we communicate with the EBU, especially at the AGM. He will seek Trustee input to review what we present at the 2024 EBU AGM.

TC suggested that EBED share our prioritization of core delivery and projects with the EBU's EWG. LG proposes that this be led by the EBED board in a conversation with the EBU board. LG to prepare for this and set it up.

The EBU have requested that EBED consider foregoing the 2024 Autumn EBED sim pairs event (1 year only) to avoid a clash with proposed EBU festival of Bridge. TH suggested that the EBED autumn sim pairs is run in place of the EBU autumn sim pairs.

#### 5. STRATEGY

MH presented the slides that were attached as Item D in the pre read:

The intention of this presentation is to advise trustees:

- That the current organisation is resource constrained, and that there is insufficient staffing to deliver the core deliverables to the standard MH would like
- That there is a list of high potential projects that would ideally be worked on now, but without sufficient staffing EBED is unable to make progress on these
- Additionally, the current skills mix is not ideal to meet certain core deliverables and high priority projects
- That with an additional staffing equivalent to ~ 1FTE that the organisation will be better equipped to deliver core priorities PLUS make progress on high priority issues
- Ideally the additional resource would be split between 2 part-time roles, comms manager and youth coordinator
- There are additional low priority issues (blue book, smart bridge) that are not being progressed in the short term, and that, even with additional resource there is not sufficient team capacity to resource these, until some higher priority activities are complete

TH clarified what is meant by the Core service task "support for YAG meetings" MH clarified that this is about progressing requests that come from the YAG, not about meeting administration.

SdeW queried how the additional staffing would impact annual budget. MH view is that the additional staffing would help EBED staff improve teacher training, with an increase in revenue from a greater number of sessions.

TH stated that Attachment D is a good document. For comparison TH enquired what was EBED staffing pre-covid?  
**POST MEETING Note** – 2019 to 2020 accounts identified EBED staff number as 5

LG requested the trustees to approve the following:

- 1 – task prioritization as outlined in document D - supported
- 2 – support for MH's request for additional resource - supported



LG – regarding the duplication of teacher directories between EBU and EBED – identify a trustee to help in discussions with EBU about their proposals

TH – when recruiting, possibly look for older more experienced people as recruits, who would be better equipped to work remotely.

IL asked if we be clear externally that expansion is not being driven by the Faulkner donation? – MH agreed – this expansion gives the team some additional capacity to start to think about how to do justice to the Faulkner legacy, this is not a proposal for how to spend that money.

TH underlined this, stating that we should be clear that this expansion is about getting back to where we were before COVID.

LG – asked MH to circulate job specs to trustees in case they know of people who can help.

### 5 – Any other business

SdeW reminded LG and MH that they will be required to help complete sections of the reports for the annual accounts. SdeW will send this on to LG and MH for their input.

### 6 - NEXT MEETING

A – Agenda – to be confirmed

B- date: Thursday 7<sup>th</sup> March

C – Location Online – Zoom preferred

MEETING CLOSED .c. 12.30pm

| ACTION | AGENDA ITEM / ACTION / NOTES  | RAISER | OWNER | DUE DATE   | STATUS                         | UPDATES |
|--------|---|--------|-------|--|--------------------------------|---------|
| A119   | TC to design a flow diagram to describe a path for students to attend SB courses into club duplicate bridge                         | LG     | TC    | June   | Complete – agreed not required |         |
| A122   | Call a meeting with TH and MH to review Smartbridge to review purpose, deployment model and where SB fits on the learner’s pathway. | TC     | TC    | October  | <b>Complete</b>                |         |
| A123   | Provide the EBED trustees with accounts to access the new EBED teaching hub.  | TH     | MH    | September  | <b>Overdue</b>                 |         |
| A124   | Share current CTT materials with TH and TC and work with them to gather input on reshaping the CTT course content.                  | TC     | MH    | Done 11 <sup>th</sup> September (re-sent 7 <sup>th</sup> December) | <b>Complete</b>                |         |



|      |   |      |         |               |  |  |
|------|---|------|---------|---------------|--|--|
| A125 | Prepare a “state-of-the-art” paper summarizing the current status of Youth bridge in clubs and schools in England. Share this with GF and TH. | MH   | MH      | October       | <b>Overdue – (post meeting note completed 7<sup>th</sup> December)</b> |  |
| A126 | Share draft specification for single youth bridge portal with trustees and seek technical input from IL                                       | LG   | MH      | December      | <b>Done on 7<sup>th</sup> December</b>                                 |  |
| A127 | Complete, and issue to trustees, email that sets out the steps with regard to creation of a youth strategy.                                   | LG   |         |               |  |  |
| A128 | Issue the draft specification for single central youth portal to trustees and to YAG members  | TC   | MH      | Immediate     |  |  |
| A128 | Prepare Bridgewebs mock up to meet specification for single youth portal, investigate alternatives with Word Press sites                      | IL   | IL      | January 2024  |  |  |
| A129 | Initiate a conversation with the EBU to brief them on what EBED is prioritizing and where we should be working.                               | TC   | LG      | January 2024  |  |  |
| A130 | Input to completion of annual accounts- SdeW to send draft documents to LG / MH for revision of wording.                                      | SdeW | LG / MH | December 2023 |  |  |