



## MINUTES

<b>Meeting</b>	<b>EBED Trustee Meeting</b>
<b>Date &amp; Time</b>	<b>4<sup>th</sup> June 2020 from 12.30 to 18.00</b>
<b>Location</b>	<b>Via Zoom</b>
<b>Attendees</b>	<p>Andy Margetts – Chair (AM)                      Gillian Fawcett – Trustee (GF)  Terry Hewett – Trustee (TH)                      Mike Hill – Trustee &amp; Treasurer (MH)  Mary Sharp – Trustee (MS)                      Dom Wilson – Trustee (DoW)  Douglas Wright – Trustee (DBBW)              Donna Wright – CEO (DMW)</p> <p>In part Stephen Hull - EBED Project Manager (SH) &amp; Kiat Huang – Volunteer (KH)</p>
	<p>1 – Introduction  2 – Finances  3 – Operations  4 – eLearning  5 – Governance</p> <ul style="list-style-type: none"> <li>Note – minutes not in actual order of discussion</li> </ul>

1 – INTRODUCTION											
<ul style="list-style-type: none"> <li>The minutes from the March board meeting were reviewed and approved</li> <li>Updates on open issues were as follows:</li> </ul>											
<table border="1"> <tr> <td colspan="2">Matters now completed A068/070/071/073/074/076/077/078/079/081/082</td> </tr> <tr> <td>A067</td> <td>Discussions postponed to September board and strategy update until a new CEO's arrival</td> </tr> <tr> <td>A069</td> <td>The Davenport Trust no longer wishes to support the JTI and we understand is giving funding to the KBA initiative instead</td> </tr> <tr> <td>A072</td> <td>The JTI is reviewed under Youth Operations below</td> </tr> <tr> <td>A075</td> <td>Ongoing and will be reported on at the September board</td> </tr> </table>		Matters now completed A068/070/071/073/074/076/077/078/079/081/082		A067	Discussions postponed to September board and strategy update until a new CEO's arrival	A069	The Davenport Trust no longer wishes to support the JTI and we understand is giving funding to the KBA initiative instead	A072	The JTI is reviewed under Youth Operations below	A075	Ongoing and will be reported on at the September board
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<ul style="list-style-type: none"> <li>AM also reported that two candidates to be a trustee with responsibility for fund-raising had been interviewed but the appointment process had been postponed during the C19 crisis and will be revisited later in the year.</li> <li>A new standing item was introduced to record a review for any potential conflicts of interest. Trustees were invited to disclose any matters that might give rise to such a conflict (actual or perceived) and it was concluded that there were conflicts that might affect proceedings.</li> </ul>											



## 2 - FINANCES

### A – Charity Commission reporting

- In light of the EBU being unable to make the expected donations to EBED so far in the current financial year, EBED was obliged to report a “Serious Incident” to the Charity Commission. The report and response from the Charity Commission were noted.
- Since the report was filed, new guidance has been issued as a result of C19 which would require EBED to notify the Charity Commission again if it was viewed that the charity was highly likely to cease operations or become insolvent within the next 12 months and the board noted that this should be taken into account in managing the charity’s future affairs.

### B – Draft Year End Accounts

- The draft accounts for the year ended 31 March 2020 were reviewed and the Treasurer reported that there had been a small improvement since the figures were originally compiled. As a result, subject to audit, it was noted that the charity would have a small (c.£5k) deficit on Net Income for the year and that year end reserves were approximately £320k.

### C – Budget

- It was noted that the budget for the current financial year had been prepared before the C19 crisis and that, although it did not therefore reflect the damage caused to the charity, it was too early to produce a new budget given the uncertainty over the duration of government restrictions. The charity’s financial position is however being separately monitored by the Treasurer (see report later) and it was therefore agreed to adopt the original budget for the time being and to perform a reforecasting exercise later in the year.

### D – Shared Services

- The draft 2020/21 Shared Services Agreement with the EBU was reviewed and it was noted that there were no material changes over prior year apart from the inclusion of scope for adjustments as a result of C19’s impact on certain account captions at the next year end. DMW was authorised to sign the agreement and asked to liaise with Gordon Rainsford to secure EBU sign-off.

### E – Review of EBU position

- The Treasurer updated the meeting on his recent conversations with the EBU Treasurer.
- The EBU has indicated it will not be able to make donations to EBED in the first half of the year and that there is uncertainty over the picture going forward which they hope will be clearer in about a month’s time after which they will update us on their own financial outlook.
- AM reported he had attended the EBU County Chairmen’s Meeting to update delegates on EBED and reported on the financial discussions from that meeting.

### F – Impact of Covid19

- The Treasurer presented a financial review of EBED’s estimated financial position by the end of the financial year on two bases: (i) that EBU donations resumed in the 3<sup>rd</sup> quarter; and (ii) that no EBU donations were forthcoming in the financial year, with various assumptions about EBED’s various operations
- Although the charity’s reserves would be materially and adversely affected in both scenarios, it was noted that EBED was not expected to have exhausted its reserves by the year end but that the need to maintain at least 12 months’ worth of base costs in reserves should be closely monitored and action taken further to reduce costs if necessary to maintain adequate reserves.
- The current staffing arrangements were reviewed (three staff are currently on furlough) leaving the charity with a little over the full-time-equivalent of two members of staff. This was viewed an appropriate level of staffing to be able to maintain services in the areas that were permissible given the government restrictions. It was noted that the non-furloughed staff had been very flexible and had shown great commitment and dedication during the period.
- The impending changes to the government’s furlough scheme were discussed and it was noted that EBED would have to keep ongoing staffing under close review and might have to consider changes to working hours and/or staffing levels to match requirements with service levels in the future, depending on the timing



of the easing of restrictions and on the availability of funding. In addition, as additional add-on employment costs are to be loaded onto employers when the scheme changes, it may be appropriate to end the 10% voluntary contribution currently being made by EBED.

- The trustees agreed to keep the charity's finances under regular review as the year progressed so that appropriate action could be taken as and when required if the C19 crisis's effects endured.

### 3 – OPERATIONS

#### A - Recruitment of CEO

- AM summarised the applications received for the CEO role and outlined a suggested format and timescale for the interviews to allow as many of the trustees as possible to be involved in the process. It was recognised that interviews would have to be held via Zoom at present.
- It was agreed to ask candidates to submit their written thoughts on the subject of "What do you see as the opportunities available to and challenges faced by EBED operating in a post-Covid world and what should our strategic priorities be as a result".

#### B – CEO Report

- DMW presented her CEO report and took question on the paper.
- DMW reported on progress on a new initiative with the EBU to try to attract people with time on their hands at present to learn bridge. The plan is to run a social media campaign linked to videos introducing the game at the end of which, those keen to know more will be steered towards teachers who have a known interest in running classes on-line and who can then in turn steer players as soon as possible towards playing in EBED's gentle duplicate session (described later) and then in EBU clubs in due course.
- MS reported on the possibility of collaborating with Sue Johnson's New Tricks charity who have already produced a series of introductory videos if these can be embedded into EBU and EBED web-pages. The lessons would stop at the end of introducing mini-bridge and before any bidding theory is introduced. Funding for the project may come from our restricted mini-bridge fund. The EBU's own short introductory video was played to the board.
- The project is to be run jointly with the EBU and Gordon Rainsford will take the lead from their side, DMW from ours.
- DMW reported that EBED had run its first gentle duplicate session on BBO with Jacks Morcombe hosting and organising a Zoom call for participants at the end. The session used pre-prepared EBED hands and is designed to appeal to players typically with about a year's experience (with NGS<6) especially where their teachers or clubs are currently unable to offer a supervised play experience. The first events had attracted 10 tables and will be run twice weekly to start with.
- DMW reported on the planning done to enable F2F teaching to resume once government restrictions are lifted taking into account Health and Safety and ACAS guidelines. The first event will probably take place at Aylesbury so venue costs are not a factor in case demand is limited. She also suggested we look to start TD courses early as these are not subsidised and can generate income for the charity. A paper detailing thoughts on this will be circulated separately.

#### C – EBTA Teacher Progression

- DBBW presented an update to the paper considered at the previous board meeting on plans to improve the teacher progression process and provide mentoring to new teachers.
- The proposals would involve charging a higher upfront fee for a CTT course but including a "free" assessment once participants had started teaching and had some mentoring. Participants would also be personally required to join EBTA to demonstrate some commitment even if their courses are being paid for by their clubs. EBTA subs would be increased to reflect additional benefits being planned. It was reported that some clubs are paying teachers subs to ensure they are appropriately insured when acting as self-employed



teachers in a club environment (insurance is one of the many EBTA benefits bundled into the subscription package).

- The plans were discussed and approved to be put out to consultation over the summer with the aim of introducing the changes by the start of the next EBTA subscription year (1 April 2021). An accompanying communications plan would be launched to explain the changes.
- The question as to whether EBTA (formerly EBUTA) should be renamed after EBED will be discussed prior to the introduction of the new schemes. It was accepted there are a large number of brand names involved and there have been changes of name already but it is important there is clarity for students to understand what the teacher association is and what it stands for.

#### D – Youth Bridge

- TH reported on efforts by various youth volunteers to commence an online programme for youth bridge. The potential safeguarding implications were discussed. DMW gave her views as acting safeguarding officer and DBBW shared his experiences of working with a Surrey school on this.
- EBED cannot issue definitive guidance to be followed by volunteers organising online events for youth participants given the wide range of possible event types and attendees but will try to highlight areas where the volunteers in charge must satisfy themselves that they have evaluated and addressed the risks inherent in running events for children on line. These will be published by DMW on the Youth Forum and she will write to EBED's Youth Bridge contacts to highlight this and encourage them to use the forum to share views on the subject and promote it as the place for volunteers to share experiences.
- Given staff furloughing, volunteers it was reluctantly accepted that volunteers may have to take more of the workload in current climate.
- TH raised the remit of YAG and was given a free hand to revise the terms of the group if she felt appropriate and raise this at the September board.
- The JTI was discussed and is likely not to proceed in 2020 given the financial commitment that would be required to keep the option of being able to run the event if government restrictions ease in time. DMW will seek the repayment of the small deposit from the venue which we would be keen to use in the future
- TH reported on the MPCC who have restated their commitment to supporting EBED and who expressly wished to thank DMW for her efforts to develop the relationship.
- TH is investigating a weekend mini-bridge event for the MPCC to be initiated once restrictions are lifted and will work with DBBW on developing the idea

#### E – Research (DBBW not present for this section)

- DoW reported on the programmes as Stirling and Imperial.
- C19 had necessitated a change in methodology for Kevin Judge's project but the research was on track and C19 had created new opportunities for sociologists. EBED was currently assisting with survey distribution but the EBU magazine editor was not able to help with including a promotional article in the magazine.
- There was no significant update from the Imperial project and this has been delayed by C19 halting the team's ability to finish the scanning programme. Caroline Small has been invited to present findings to the board as soon as she is able to.
- TH asked whether we could save any costs in this area. EBED is honouring contractual commitments but has made it clear that new funding will not be forthcoming.

#### 4 – eLearning

##### A – Concept

- SH and KH joined the meeting for this this section only. AM introduced them and recorded his thanks to SH and to both KH and Kenny Wilson for their work as volunteers on the project.
- AM introduced the section by outlining the strategic importance of the project to the long-term future of



EBED as book sales could be expected to decline over time and needed to be replaced by an alternative revenue stream.

- The EBED vision is to develop a teacher-led offering that is distinctly different from the main commercial operator in the space, No Fear Bridge with whom EBED has a long standing and good relationship and which EBED promotes to students.
- The content would complement (and not contradict) the Red and Green book and use many of the same hands and promote BFA but material would be presented in modular form.
- The package would have teacher access via one portal and (paid) student access via another offering everything both need to deliver and attend lessons.
- Although EBED had been planning to develop this already, the advent of the C19 crisis and the resulting willingness of students and teachers to adopt on-line methods has meant that plans are being accelerated to meet this new demand.
- It is therefore considered imperative that EBED develops this capability notwithstanding the current financial constraints it is operating under.

#### B – Content

- MS outlined the proposed structure with two separate portals, one aimed at teachers and the other at pupils
- The teachers' portal will be aimed at non-professional teachers who need a full support package enabling them to deliver lessons either F2F or on-line. This would include for example fully worked up lesson slides and videos, learning objectives and teachers notes. The pupil portal would include the lesson materials and related practice exercises as well as the ability to interact with their teacher and fellow students.
- Material would be presented in a modular structure allowing teachers to create their own bespoke courses
- Interactive play may be a longer-term possible addition but would not be available initially.
- Although the platform would initially focus on providing beginners and improvers lessons, it could ultimately be developed to provide a wider range of material to appeal to students as they develop beyond their first few years as bridge player (e.g. more advanced seminars)
- It would be both possible and desirable to include an ACOL and a 2-over-1 pathway in parallel.
- MS envisages an initial 30-modules be produced.
- The board assessed whether the existing Red and Green book materials could just be converted to an on-line version. MS counselled strongly that it needed to be different and the board agreed that it required a new look and feel and that it would not be adding significant value to re-hash existing material. However, the re-write could and should make extensive use of the existing hand-books.
- The new platform would additionally incorporate all the materials currently available on the Teacher Zone so they would not be lost.

#### C – Platform

- SH led the board through a presentation on the choice of IT platforms available and, together with KH, explained the merits and costs inherent with the two leading candidates, Google Classroom (allied to G-suite, which - thanks to KH - EBED now has available for free as a registered charity) versus Moodle.
- Other university-grade platforms were eliminated on cost grounds (taking into account initial set up costs and ongoing hosting and other charges).
- It was agreed that Moodle would be too expensive at the present time but a future upgrade to the platform, once initial revenues had gone some way to recouping costs was not ruled out.
- KH assured the meeting that Google Classroom was sufficiently scalable for our anticipated needs and could easily cope with the likely number of users (and would save \$4 per user per month now we were able to use the free charity access).
- He also confirmed that EBED's existing Shopify payments software could be adapted to control paid access to the platform and that the IT resource consumption would be fairly limited and that the EBU's IT staff should be able to assist with this given the current contractual arrangements for staff sharing. DMW to



check on availability via Gordon Rainsford.

- Production of materials can run in parallel with the IT platform development as it is comparatively easy to drop the content onto the framework once it has been written and that this would give better protection of the materials than was currently present for the Teacher Zone.
- KH also recommended the use of a video hosting platform (such as Vimeo) for a better user experience rather than using You Tube (even though the latter could be operated behind a payment mechanism).
- KH explained that Google Drive would be an adequate information repository and would allow group management to permit access to different modules as unlocked by students

#### D – Costing

- Potential (but highly estimated) costs were reviewed. SH is continuing to work on a full costing.
- It was noted that IT spend will be limited if Google Classroom is adopted and graphic design costs are considered optional to start with. DMW has identified a volunteer with expertise in the field who may be able to assist.
- Therefore, the bulk of the initial costs comprise content writing and staff costs or other internal resource.
- Potential revenue approaches were discussed and a subscription model considered most appropriate. The project needs to be a net income generator in the medium-term, not only to recover the initial and ongoing costs, but also to compensate for declining book sales as students move to using on-line materials over a number of years.
- It is envisaged that teacher access would be free to EBTA members and that this considerable benefit would justify a proposed increased subscription price. The price for access by non-EBTA teachers will have to be viewed in the context of any agreed EBTA subscription price.
- The merits of various price points were briefly discussed and an illustration of revenue growth, net of a fall in book sales, was reviewed. GF suggested that, in line with our charitable object, a discount should be offered to juniors in full time education.
- Pricing will be finalised once test marketing has been performed and an assessment of the number of likely users (teachers and pupils) has been produced. Pricing should also take account of how teachers are likely to price their courses if they bundle tuition with materials (hard and on-line) into a course price.
- MS offered an initial view as to the cost of authoring per module will refine this as a priority.
- DoW added that we must also have reasonable confidence that the project will eventually turn a profit. AM highlighted the charity must be able to fund not only the start-up costs of the project but also the ongoing running costs whilst the revenues were built up net of any resultant loss of book income. As the project will not likely break even for some time, the charity must be confident it can fund the low point of net cumulative losses before it could proceed with the project. MH noted that, although costings were not yet finalised, we had already set aside £40k in the budget. However, given the effects of C19 on finances we must keep the project cost under review to ensure we can afford to continue and that we must always ensure reserves remained above 12months worth of our base operating costs.

#### E – Timescale and resourcing

- The board wishes to move as quickly as possible to develop the product and DMW will perform an assessment of which staff resources can be diverted to the project and whether additional resources can be provided by part-time staff working additional days accepting that MS cannot lead the project full-time.
- Likely project timescale will be assessed once trial modules are available. It was accepted that authoring and editing is likely to be the critical path.
- MS is considering how big a pool of authors is practical given the desire for consistency of style across modules balancing this with the time it would take to produce the 30 modules. The board will revisit the basis on which this is subcontracted versus produced in house.





#### F - Conclusions (KH SH left)

- The board concluded that, although reserves had been reduced by C19, it was imperative that the project be started with all speed. Not only is it a long-term essential for the product range, but it has a greater chance of success if it is available as soon as possible given the nationwide employment situation and can capture the benefits of an increased willingness by the public to both try out and adopt on-line solutions as a result of the lockdown.
- It was concluded that the project would assist greatly in fulfilling our charitable objects.
- Given that the project is to be commenced before full costings have been confirmed, mindful of the current economic conditions, the low-cost route should be adopted and the board resolved to allocate a limited pool of funds to the project to enable it to start and for a full “business case” to be produced once costings had been further assessed and a revenue model validated by test marketing.
- The board sanctioned a spend of up to £10k at this stage to cover any external and any marginal costs incurred over and above the salaries of existing staff on existing hours. This will place an extra check on the project so that the board can be sure of its economic viability and effect on the charity’s resources.
- This will allow a sample lesson to be developed fully enabling the product to be tested on a focus group of teachers and pupils, marketing considered and pricing policy developed.
- The board will maintain a close watch on the project and a weekly review process for the project will be adopted initially commencing at 2pm on Friday 12 June but thereafter on Thursday afternoons at 4pm.
- DMW to discuss resources with the staff and MS to consider the approach to recruiting writers and how big the pool should be to be able to ensure a house style is consistent.
- MS to circulate an early draft lesson to trustees for frank analysis as a matter of priority and to consider the potential editing and content costs further.

#### G - eBooks

- DMW reported on an investigation into making electronic versions of the Red & Green Books available.
- It was agreed to accelerate this in light of the C19 crisis and it was agreed to publish both books as Kindle and to seek to publicise their availability on the EBU website as well as our own.
- Taking account of print cost saving but also the commissions payable, the board concluded that a retail price of £25 per copy would be charged.
- DMW was asked to finalise the commissions arrangements after a further review of supplier terms, consulting with MH if necessary.

#### 5 – Governance (DBBW not present for this section)

##### A – Board Self-Assessment Review

- The paper followed the format suggested by the Charity Commission.
- DoW presented his review of the board’s performance from a governance perspective and took questions on its contents. He noted that the paper was largely written prior to the C19 lockdown and added that, in his opinion, the report could have additionally included evidence to show it had responded appropriately to the crisis. It was concluded that the board’s governance processes and evidence they were being followed were appropriate for a charity of EBED’s scale.
- Certain recommendations were noted including the inclusion of a conflicts review as a standing agenda item and a similar provision to capture any complaints received as part of the CEO’s board report and these have been adopted.
- It was agreed that a review of the TLAG and YAG sub-committees’ remits and attendees would be considered at the September board meeting and that TH would consider whether she felt EBED would benefit from another trustee formally shadowing her work on Youth.

##### B – Trustee Self-Assessment Review



- The model questionnaire for trustees to assess their performance was tabled and trustees were requested to complete it and return it to the Chair who will summarise findings for the September board meeting.

C – Donations policy

- An amendment to the Procedures Manual to set authorisation limits for EBED to make donations was reviewed and approved with the proviso that all donations should be reported to the next available board meeting via the Treasurer.

**NEXT MEETING**

- The next quarterly board meeting will take place on Thursday, 3 September 2020 at 12.30pm, venue to be decided (potentially via Zoom).

**MEETING CLOSED 18.00**

ACTION	AGENDA ITEM / ACTION / NOTES	RAISER	OWNER	DUE DATE	STATUS	UPDATES
A062	“Beginning Bridge” and “Continuing Bridge” to be issued as Kindle editions	DMW	DMW	09/20	Open	Ongoing
A067	Amendments to December minutes 3 bullet points (A review of strategic priorities/ Advertising Budget/ Branding) under Other Business (p.7) of December meeting minutes to the action log for June meeting	MS	DMW	Next Meeting	Open	Dec amends done / c/f to next board
A074	DMW to redefine the scope and objectives of the Classroom to Clubroom project.	TH	DMW	ASAP	Open	
A075	DBBW to put together a proposed plan on how to move forward with some basic rules that need to be adhered to. DBBW also to create a communication plan (including timings) on how to encourage people to buy into the plans		DBBW	Before June meeting	Open	
A080	MPCC - DMW/TH to follow up on the Parent/Grandparent/Family day idea	TH	DMW/TH	Ongoing	Open	
A084	Fund raising trustee appointment	MS	AM	Deferred	Open	
A085	Financial re-forecasting exercise to be performed	MH	MH	Later in 2020	Open	
A086	Review of sub-committee constitutions	TH	AM/MS/TH	September board	Open	
A087	Publication on the Youth Forum of thoughts on issues to address in running on-line youth events	TH	DMW	ASAP	Open	



