



**Minutes of the 77th meeting of the English Chess Federation Board
held on Friday 1 November 2013, at 1030 hours
held at 3 Whitehall Court, London SW1 2EL
Reference B077**

Present

Andrew Paulson (AP): President
Phil Ehr (PE): Chief Executive
David Eustace (DE): Director of Finance
Alex Holowczak (AH): Director of Home Chess (In attendance up to item 26)
David Openshaw (DO): Director of International Chess
Lawrence Cooper (LC): Director of Junior Chess and Education (In attendance from item 7)
David Thomas (DT): Director of Membership
Sean Hewitt (SH): Non Executive Director (In attendance up to item 26)
Julian Clissold (JC): Non Executive Director

In attendance

John Philpott (JP): Company Secretary
Greg St Onge (GS): Chief of Staff to AP
David Weeks (DW): Minutes Secretary

Apologies

Chris Majer (CM): Chairman, Governance Committee
Nigel Short (NS): FIDE Delegate
Mike Truran (MT): Chairman, Finance Committee

Housekeeping

1. The Present Meeting

- The Board agreed that AP should chair this meeting, agreed by PE in view of Regulation 2;
- The Board agreed that JP, GS and DW should be in attendance at the meeting, in the capacities listed above;
- The Board noted that GS and DW had signed confidentiality agreements;
- The Board agreed that invited guests in attendance should be approved specifically for each meeting.

2. Minutes Secretary

AP and PE discussed the need of a Minutes Secretary. AP said that the aim would be to distribute full and objective minutes within a week of each meeting. The engagement of a professional ‘minutes-taker’ (e.g., DW) would represent a new, not inconsiderable, cost, but addressing the concern of Council on the timely distribution of rigorous minutes was seemed a priority. A vote was taken on this matter, which passed.

3. Approval of Minutes

The Board agreed that the minutes of their meeting held on 12 October 2013, reference B076, be accepted as an accurate record. AP, as chairman, signed the minutes accordingly. Final minutes of the Council Annual General Meeting, also held on 12 October 2013, will be for the Council itself to approve. Board members were invited to submit any comments that they had on the draft minutes by 6 November 2013. The resulting draft minutes will then be published online before 11 November 2013 for submission to the next meeting of the Council.

4. Board’s 7-day Rule

The Board discussed repeal of its current 7-day rule: “At Board Meetings after 13 April any proposal that needs a vote must be put in writing at least 7 days before the meeting. Exceptionally, urgent business can be voted on if unanimously agreed, but only after holding a vote to agree whether or not it constitutes urgent business.”

AP proposed that the rule should not be repealed. Rather, it should be amended in line with a draft that had been circulated previously: “An Agenda will be submitted to the Board no less than seven days before a scheduled Board meeting by the Chief Executive, signed by the President. A number of Directors equal to a quorum must vote to add or remove a matter to or from that Agenda during the Board meeting for it to be or not be considered.” The Board agreed to this amendment to the rule.

The Board noted that three members in number constituted a quorum. Any proposal to amend this figure would require formal voting procedures by Council. A recommendation on this matter will be submitted to the Agenda of the next Council meeting.

77.01	CM	<p>Board Quorum Proposal</p> <p>Governance Committee to coordinate a Board proposal to Council to update the Board quorum.</p> <p>Due January Board meeting.</p>	
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5. Future Meetings

Dates for future meetings were agreed as Friday, 22 November 2013, and Monday, 16 December 2013, both in London. [This item was discussed at the end of the meeting.]

News and Routine Reports

Participants were invited to report separately on chess news for general information (Item 5). Participants were invited to report routine business matters within their delegated authorities (Item 6) for Board approval. The Board also agreed that significant changes or policy decisions should be scheduled under New Business. In the event a director regarded a reported item as a significant, he or she may propose a motion in Matters Arising.

6. News. Directors highlighted significant information. Congratulations:

- British Chess Magazine for its new junior edition.
- David Eggleston for surpassing 2500 and IM eligibility
- Alan Merry for his 2nd IM norm
- Sabrina Chevannes for her WIM title and 1st WGM norm
- James Jackson for his IM norm

7. Routine Business Reports

(a) Home Chess. AH reported:

- Dates British Championships had been moved to allow the reigning Champion to defend his title and to allow for top players to also compete in the Olympiad.

(b) Membership. DT reported that he learned more detail of the membership database administration on a visit to the office in Battle. He is working with Paysubs developers to correct bugs in the software.

(c) Finance. DE agreed to AP's request for Management Financials at the next meeting.

(d) Company Secretary. JP reported:

- Lodged at Companies House within the prescribed deadline a copy of the resolutions to amend the Articles in respect of the removal of the post of Non-Executive Chairman together with a clean version of the Articles as amended following the passing of these resolutions. Updated copies of the Memorandum of Articles and of the Bye Laws that were amended at the AGM have been posted on the website. The Rules Handbook will not be uploaded until new Board has had an opportunity to revisit the text of the Directors' and Officers' Responsibilities Regulations.
- The next Companies House filing required of the ECF will be the Annual Return made up to 22 November 2013, which is required by 20 December. A notice for the filing of the annual return of Chess Centre Limited arrived earlier this month in Battle, which is the registered office.

The Board accepted each of the routine business reports.

New Business

8. Thanks to Departing Officers

(a) AP proposed that the Board record its thanks to departing officers for their individual contributions to the work of the ECF:

- Roger Edwards: President
- Mike Gunn: Non Executive Chairman
- Jack Rudd: Non Executive Director
- David Sedgwick: Sport and Recreation Alliance Representative
- Neville Belinfante: Junior Ratings Officer

Board members were unanimous in endorsing this proposal and requested input for new ways of recognising these and other important past and present member of England's chess community.

77.02	AP	Thank Outgoing Officers Express thanks on behalf of the Federation to Roger Edwards, Mike Gunn, Jack Rudd, David Sedgwick, Neville Belinfante.	
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[LC joined the meeting at this point.]

(b) English Chess Hall of Fame

A discussion took place on the idea of establishing a Hall of Fame for English chess. Entrants might be grouped according to the nature of their distinction: as player, or as contributor to the Board or Council of the ECF. There could be a special category for lifetime contribution to English chess. An annual dinner could be instituted to celebrate the Hall of Fame, if sponsors could be identified.

AP proposed that Roger Edwards (RE) should be invited to take these matters forward. His length of commitment to English chess, together with his wisdom and thoughtfulness, would make him an ideal figure to lead the initiative. The Board agreed.

77.03	AP	<p>English Chess Hall of Fame</p> <p>AP to seek Roger Edwards’ support in developing the idea of an English Chess Hall of Fame.</p>	
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9. ECF Handbook Review

PE invited comments to the most recent draft “English Chess Federation: Handbook of rules and guidance”, which had been circulated previously. Board members identified areas for clarification and future changes.

AP reported that he had asked the Governance Committee to report to the Board on any major issues that should be addressed in order to follow up action reference 68.03: “Board operating procedures”. AP’s outline brief to the Governance Committee asked for a preliminary report on the way ahead, together with a timeframe for addressing each point. The next meeting of the Council would provide a milestone for taking action. PE would brief the Governance Committee in more detail.

10. Proposed change in name of championship title

LC proposed that the National Girls’ Chess Championship titles (U8, U10, U12, U14, U16, U18) should be renamed as the English Girls’ Chess Championship titles. The term “national” is unclear in its definition; “English” in the title provides a basis for more consistent branding. The Board agreed *nem con*. The question of funding for all ECF championships will be added to the Board’s schedule of outstanding actions.

77.04	PE	<p>Funding for all ECF Championships</p> <p>Address funding for all ECF Championships is to be addressed in the strategy and business plan.</p>	
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11. Posts, Nominations and Appointments

Members of the Board affirmed the following nominations and appointed all nominees to the respective posts. Posts not listed remain valid. In future meetings, directors will continue to amend posts and fill vacancies.

Director of Home Chess -- AH nominated:

- Manager of Women's Chess – Sabrina Chevannes (as the sole manager; not sharing)
- Manager of Congress Chess – Bruce Holland
- Manager of Grading – Brian Valentine
- Grading Administrator – Richard Haddrell
- Manager of the National Club Championship – Guy Greenland
- Manager of Disabled Chess – Jack Rudd
- Chief Arbitrator / Curator of Equipment – David Welch
- Manager of Arbiters (Home) – Matthew Carr
- Manager of the British Championships – Kevin Staveley

Director of International Chess: DO: nominated:

- Manager of Arbiters (International) – David Sedgwick
- International Rating Officer – Andrew Walker
- Reference Council Resolution 6 of 12 October 2013, the vacant post of Manager of Senior Chess was established in the International Directorate.

Director of Junior Chess and Education -- LC nominated:

- Junior Directorate Business Manager – Jim Wadsworth
- Manager of Girls' Chess – Sabrina Chevannes (new post)
- National Head Coach – Nicholas Pert
- Junior Development Officer – Angela Eyton
- Junior Development Assistant – Megan Owens
- Manager of School Chess – Andrew Martin
- Senior Controller, National Schools Chess Championship – Richard Haddrell
- National Primary Schools Co-ordinator – Julian Clissold
- National Secondary Schools Co-ordinator – Neill Cooper
- Deputy National Secondary Schools Co-ordinator – Phillip Beckett
- Manager, Certificate of Excellence – Peter Turner
- Manager, Certificate of Merit – John Upham
- Junior Trip Co-ordinators – John Higgs, Jay Atara, Michael McLaren, Debbie Taylor
- Junior Clubs Co-ordinator – John Kendell
- LC stated an intention to propose a new post and nominate Kurt Moreby.

Director of Membership -- DT nominated:

- Editor of Chess Moves – Andrew Farthing

Director of Finance – DE nominated:

- Financial Controller – John Philpott

Chief Executive -- PE nominated:

- Company Secretary – John Philpott
- Member of the Governance Committee -- David Sedgwick
- Personnel Committee – John Wickham (Chair), David Anderton, Debbie Taylor (ex-officio, the President and Finance Director)
- Sport and Recreation Alliance Representative – Mike Gunn
- PE stated an intention to nominate members of the Charity and Recognition Committee at the next meeting.
- PE will resolve with AH and LC to which director the Armed Forces and Veterans Liaison should report. There was consensus that John Higgs would be re-nominated.

AP exhorted all members of the Board to keep watch for suitable candidates to undertake roles in the future. All present endorsed the aim of nurturing more female leaders. The Board agreed that it would be desirable for volunteers for all posts to be or become ECF members.

77.05	PE	Membership Requirement for Volunteers Review the membership status of ECF volunteers.	
77.07	PE	Reporting Director for the Armed Forces & Liaison Resolve to which director this post should report.	

Strategic Issues

AP outlined how he proposed that the Board would identify strategic issues for discussion. Topics agreed would be followed by written reports, circulated well in advance of Board discussion. These reports would, in sequence, be assigned, distributed, presented, discussed, amended and voted upon by the Board. Recommendations from the reports should be presented as formal motions for consideration. AP asked the Board at its present meeting to assign the first list reports, which are listed at items 11 to 25 below.

12. Strategy and Business Plan

Noting Council resolutions of 12 October 2013, specifically:

- Resolution 1: “The Board to be instructed to produce a strategic plan and an annual business plan and maintain that plan.”
- Resolution 2: “... that the requirement to produce a Strategic Plan and Annual Business Plans should not be removed from Directors’ responsibilities.”

PE will be the author responsible. His target will be to have a first draft of the ‘ECF strategy’ for the next Board meeting. A short, high level, document of no more than three pages is planned, with more comprehensive back up material as appropriate. The topics are to include: (1) mission statement; (2) goals and priorities; (3) means and available resources; (4) assets and funding; (5) projects and targets.

Among points raised in discussion were the following:

- Time horizons should include reference to the short (one year), medium (one to three years) and long (three to five years) term. Milestones should be included.
- Consideration should be given to appropriate key performance indicators (KPIs).
- Contributions to the contents of the strategy would be welcome from non executive directors.
- It would be useful to provide context or examples of implemented ‘best practices’, with reference to other organisations in the chess world.
- Financial topics to be addressed could include: “If we had more money, how would we spend it?” together with reference to methods of attracting legacies, government support and sponsorship.

77.08	PE	Strategy and Business Plan	
		Present a draft strategy to the next Board meeting.	

13. Communications Strategy

AP will be the author responsible. His target will be to have a draft for the next Board meeting. Candidate topics for inclusion will be: (1) goals and means; (2) social media; (3) EC Forum; (4) ECF web site.

Among points raised in discussion were the following:

- ECF welcomes contributions from those with expertise of, or with access to, media; particularly this is the case in relation to social media. The communications strategy will set out a list of potential requirements.
- Above all, involvement would be welcome from a figure of stature to mastermind the implementation of the communications strategy. The strategy itself will set out the parameters for such a role.
- Realistically, some small-scale initiatives with low budgets could form the basis for a cost effective course of action in the short term.

77.10	AP	Communications Strategy Paper	
		Circulate a draft prior to the next Board meeting.	

14. Commercial Director

The Board discussed the proposed Commercial Director post, reaffirming that such an appointment would be of value to generate income. It was felt that the person appointed should be remunerated on a commission basis; however, it was also recognised that governance considerations may prevent paying directors. Until this issue is resolved, it was agreed that the ECF web site might advertise the position, but should not specify Board membership as a parameter in the job description. SH will draft a paper for discussion at the next Board meeting, which will lay out the next steps for filling the position and what we can reasonably expect from such a director.

Board members raised some questions of detail for inclusion in the paper:

- What should be the target level for income generation?
- Should the person engaged take the allocated position of Commercial Director on the Board or, alternatively, report to a Board member?
- Should the status for employment be self-employment, or some other sort of arm's length relationship?

77.11	SH	Commercial Director Paper Circulate a draft prior to the next Board meeting.	
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15. *CHESS* Magazine Proposal

AP reported that he had asked Malcolm Pein to make a commercial proposition for a potential official relationship between *CHESS* magazine and ECF. This should include reference both to a revenue model to earn money for the ECF, potential ECF editorial content to engage members, magazine content to attract new members. The Board agreed that such a 'request for tender' should be extended to the *British Chess Magazine* and to consider implications for *Chess Moves*. The Board agreed that they would review all proposals before deciding upon a strategy. The Board noted a proposal from ECF member, Paul Cooksey, regarding the publication frequency and distribution strategy for *Chess Moves*, but felt that these tender proposals would eclipse his recommendations.

77.12	PE	Request for Tender -- Magazine Present a draft request for tender to be considered at the next Board meeting.	
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16. Chess Playing Website Proposal

AP suggested that the ECF could help chess.com to grow in the UK market in return for revenue. The Board agreed that such a 'request for tender' should be extended to other existing market players, such as chessbase.com and icc.com. PE will arrange for appropriate documents to be drafted to start a tender process.

77.13	PE	Request for Tender - Internet Chess Present a draft request for tender to be considered at the next Board meeting.	
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17. Sponsorship of ECF Assets

The first task toward soliciting sponsorship of English chess will be to set out a matrix of all assets and events: events, participants, physical audience, and potential media audience so as to establish a commercially interesting property. ECF will then initiate a concerted programme to solicit sponsorship. ECF's aspiration would be to attract suitable English companies.

77.14	PE	Catalogue English Chess for Sponsorship PE to coordinate a responsible lead. Catalogue English chess assets that could be part of an opt-in sponsorship package. Report progress at the next Board meeting.	
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18. Membership Report and Plan

DT is the proposed author for this plan. The Board indicated a wish to receive a full report on membership biannually in good time to present to Council and consider recommending improvements. The Board instructed DT to coordinate with DE to ensure alignment between the Membership Report and Management Accounts. The paper (and biannual report) should address the extent of consultation with direct members, unions, tournament organisers and other national associations, particularly in junior chess such as UKSCC and EPSCA. The paper should analyse administrative processes and efforts to recruit and retain members; manage member data; the ongoing role of membership organisations; revenue from and structure of the membership scheme; commercial value and proper use of member data. Recommendations should include the potential need for a Membership Sub-committee.

77.15	DT	Membership proposals Present an outline of a membership paper.	
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19. Anti-cheating and Code of Conduct

The Board noted Council resolution of 12 October 2013, “Council had noted the increasing problem of players cheating using electronic devices and instructs the Board to establish procedures for the imposition of sanctions in proven cases”. David Sedgwick is the proposed author for this paper, acting within the Governance Committee. Topics for examination will include the current updating of FIDE rules; current rules from other federations; legal advice; procedures for resolution of complaints applicable to players, arbiters, organisers and officials. The Governance Committee will be asked to propose to Council policies that have been agreed by the Board. NS will be consulted on best practice.

77.16	PE	Anti-cheating and Code of Conduct PE to discuss the paper with the Governance Committee. Target is to outline the paper at the next Board meeting.	
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20. External Relations

Stewart Reuben is the proposed author for this paper. The paper is to address the relevance of, and benefits seen to accrue from engagement and good relations with other national federations and external associations. The paper should recommend the extent of engagement at the Commission and Committee level in FIDE, ECU, Commonwealth Chess Association and establishing formal relationships with the Association of Chess Professionals, other UK federations (possibly through the BICC) and the ‘Group of Fifteen’ federations. Recommendations to engage should be accompanied with estimates of the financial and human resource costs. It should examine the need for a new post to manage and report on the engagement, the post’s relationship with the International Director and the FIDE Delegate.

77.17	PE	External Relations paper PE to ask Stewart Reuben to prepare and submit a draft at the next Board meeting.	
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21. Office Review

PE and JP are the proposed authors for this paper. Among points raised in discussion were the cost of rent for its office in Battle and terms of the lease. Consideration will be given as to whether so much space is needed, or indeed any physical office at all. Increased home working could be a means by which to reduce the physical requirement. The Personnel Committee reviewed office remuneration last summer with a recommendation to review after income from became clearer.

77.18	PE	Functional Review of the ECF Office Conduct a functional review.	
77.19	DE	Office Pay Review Determine when sufficient knowledge of ECF revenue exists to conduct a pay review.	

22. Chess as a Sport

Mike Gunn is the proposed author. The paper will address the history, laws, game plan, timetable, ambassadors and the Parliamentary committee activity led by Malcolm Pein.

77.20	PE	Chess as a Sport Paper PE to assist Mike Gunn in preparing and presenting a draft at the next Board.	
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23. One Member, One Vote

On 12 October 2013, the Council resolved, “The Board should investigate the appropriate balance of voting and decision making powers between direct members and affiliated organisations and report back accordingly to Council with 24 months”. CM, supported by the Governance Committee, is to produce this report for the Board. This paper is to explore the balance of power among members, organisations, Council and the Board that fundamentally changed as a result of universal membership. It is examine the feasibility under the current structure and the proposed charity–company structure.

77.21	CM	One Member, One Vote Reference the Council Resolution 3 of 12 October 2013, “The Board should investigate the appropriate balance of voting and decision making	
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		<p>powers between direct members and affiliated organisations and report back accordingly to Council with 24 months.”</p> <p>Governance Committee to prepare a paper for the Board to consider at a time to be coordinated at the next Board meeting.</p>	
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24. Charitable Status

DE is the proposed author for this paper. The task is three-fold: (a) determine through consultation with stakeholders the goals we want to achieve, (b) determine through consultation with the Chris Mattos and the Charity and Recognition Committee that worked on this last summer and with outside professionals the alternatives for achieving these goals, along with costs, and (c) proposing a recommended course of action to the Board which will, in turn, make a proposal to the Council in February.

77.22	PE	<p>Charity and Recognition Committee</p> <p>Nominate Committee members at the next Board meeting.</p>	
77.23	DE	<p>Charitable Status</p> <p>Present a draft at the next Board meeting.</p>	

25. Women’s Chess

The Board proposes the creation of a Women’s Chess Committee who will determine the primary author of this report. The paper is to describe the problems and recommend solutions. The paper should address perceived barriers to female participation, female player development, as well as advertising and spending disparities between male and female players at all levels; and any other issues that the Committee deems relevant. The paper should also address the extent to which “Open” tournaments and “Open” teams are relevant when addressing opportunities for women and girls. Board members were keen to promote women into ECF leadership roles and are therefore to keep on the lookout for candidates.

AP, from the chair, proposed that Sabrina Chevannes create a Women’s Chess Committee with up to 12 members, with a brief in the short term to arrange a meeting, and in the long term to support the report’s conclusions. He noted that the President and the Chief Executive to get personally involved to the extent requested by the committee; and encouraged the Board as a whole to prioritise recommendations from this paper.

77.24	AH/LC	<p>Women's Chess</p> <p>AH and LC to support Sabrina Chevannes to enable creation of a Women's Chess Committee and outline of a paper. Progress to be reported at the December Board meeting.</p>	
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26. Duty of Care

JC is the author. The paper is to address requirements from the Protection of Freedom Act as it relates to DBS regulations for arbiters and coaches. The paper is also to address responsibility for child protection when parents are present and not present; protection of vulnerable adults; risk assessments for ECF events, liability for volunteers; and risk management when a potential problem is identified. The Board affirmed its intention to be proactive in conforming to best practice on DBS issues. JC was to consider the applicability of data protection in this paper. LC reported that he gives particular attention to the implications for junior chess.

77.25	JC	<p>Duty of Care paper</p> <p>JC to present an outline of a paper at the next Board meeting.</p>	
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Board Action Review

The schedule appended to the minutes was not reviewed. Board members are to progress items.

The Chairman closed the meeting at 1550 hours.

Signed as an accurate record: AP

Date: 22 Nov 2013