



ANNUAL REPORT OF THE ENGLISH BRIDGE UNION

1 September 2019 - 31 August 2020

The English Bridge Union is the governing body for duplicate bridge in England, representing communities of bridge players at club, county and national level. It is funded by members for members and provides the infrastructure and development of the game in England. It is non-profit making and any and all surplus is invested in our national game.

This report provides an insight in to the work that we do to support our clubs, counties and members.

We would like to thank all the volunteers that make up our national team - the Directors of the Board and all the members of its committees and the dedicated team of staff led by Chief Executive, Gordon Rainsford. Volunteers are a precious commodity!

The five year strategic aims document entitled "Raising our Game 2018-2023" has been overtaken by events and shelved; effort has been put into clarifying the services offered by, and the priorities of, the EBU in a world of online bridge alongside face-to-face bridge, as foundations for the development of a strategy over the next few months for the period up to 2025.

The statutory annual report and accounts will be able to be viewed on our website www.ebu.co.uk shortly after the EBU's Annual General Meeting on 25th November 2020.

The Board

The Board is made up of eight directors elected by the shareholders, who are the representatives of our counties, and up to two appointed by the Board, renewable annually. The directors receive no remuneration for the work they undertake. They have legal and financial responsibilities as set out in the Companies Act 2006.

Each director takes responsibility for one or more aspects of the EBU's business. This responsibility includes budgetary control, delivering strategic objectives and regular reporting on the work of the department and committee associated with it. For the year 2019-20 the responsibilities were as follows:

Chairman: Jeremy Dhondy until Nov 27th, Ian Payn since

Vice-Chairman: Ian Payn until Nov 27th, Gillian Fawcett since

Treasurer: Jerry Cope

Board director responsibilities

Board Member	Responsibilities
Jerry Cope Treasurer	Financial Strategy, Staff Development, 5 Year strategic plan 2018-2023, Editorial Board Chairman since Nov 2019
Jeremy Dhondy Chair until Nov 2019	Editorial Board Chairman, Archive and Web development, WBF/EBL liaison, Annual Report, BGB Liaison. Board member: L&E, Selection
Heather Dhondy until Nov 2019	Chair TDDG, Chair L&E – continues in these roles since leaving the board
Gillian Fawcett Vice-Chair from Nov 2019	Sponsorship & Fundraising. Selection/Internationals, Chairman Selection Committee until Nov 2019
Anthony Golding	County and club constitutions, Bye laws, articles. Legal matters, Eastern CWG
Kiat Huang co-opted in Jan 2020	Technology, Executive Working Groups
Rob Lawy	Education, Volunteering, SW CWG
Ron Millet	Membership project, Awards, All Party Parliamentary Group, Mini Bridge Visits, Northern CWG
Ian Payn Vice-Chair until Nov 2019, Chair since	Tournaments and competitions Board member: Selection, L&E Tournament Panel, Midlands CWG
Bev Purvis since Nov 2019	Club Liaison, Legal matters
Patrick Shields co-opted in Jan 2020	Future Strategic Plan County Working Groups
Graham Smith until Mar 2020	EBU Warehouse Facilitator for meetings County Development Chairman National County Working Group

Finance

Clearly this has been a difficult time since the end of February for the EBU both financially and operationally. We were broadly on course to achieve budget as we reached February, so the end of year numbers starkly illustrate the devastating effect of Covid-19. In particular UM in March 20 was £31.5k less than that received in March 19. The overspend in overheads is essentially due to the roof repairs, which we have accrued into 19/20. Otherwise there are no particular surprises within our annual numbers.

So we have ended the year with a deficit of £65.1k, against a budgeted deficit of £22.9k, which has eaten into our now vital reserves. Since March we have introduced many cost-cutting measures and although we are still loss making on a month by month basis, the position has stabilised, we are slowly building up income, and our reserves are not being eaten away too alarmingly - this sort of occasion is of course the reason why we run a strict reserve policy. The Auditors are satisfied that we remain, at least at the moment, a going concern, but we have more work to do to balance our books as the pandemic continues.

As we did last year, we are publishing (Appendix A: Charts) showing our sources and application of funds, which will be published on the website to be clear about what we do with our Members' money. These charts average international expenditure over the four-year cycle which is also the basis of our budgeting and planning approach.

Clubs and Club Services

This has been a different and very busy year for the Club Liaison Officer (CLO). Since Covid struck the overwhelming focus has been helping clubs to get up and running online so they can continue to play as a club. This has involved a huge amount of correspondence with clubs to share with them information about the online offerings (primarily EBU Virtual Clubs on BBO) and to help them to get setup and running duplicates. Many clubs either did not have anyone who was interested in doing the directing online or preferred to pay a director to do it for them. Particularly in the initial months there was a shortage of directors and so the CLO was doing a large amount of directing for clubs to facilitate them running their games. Payment for directing done by him during office hours has brought in significant additional income for EBU.

At the start of the year the CLO made club visits to clubs in Kent, Somerset, Gloucestershire and Norfolk as well as attending the Midlands Counties Working Group. Further club visits had been scheduled with the intention of visiting parts of the country the CLO has not yet visited including Nottinghamshire, Merseyside & Cheshire and Yorkshire. Plans for now are obviously on hold but hopefully next year he can visit these areas.

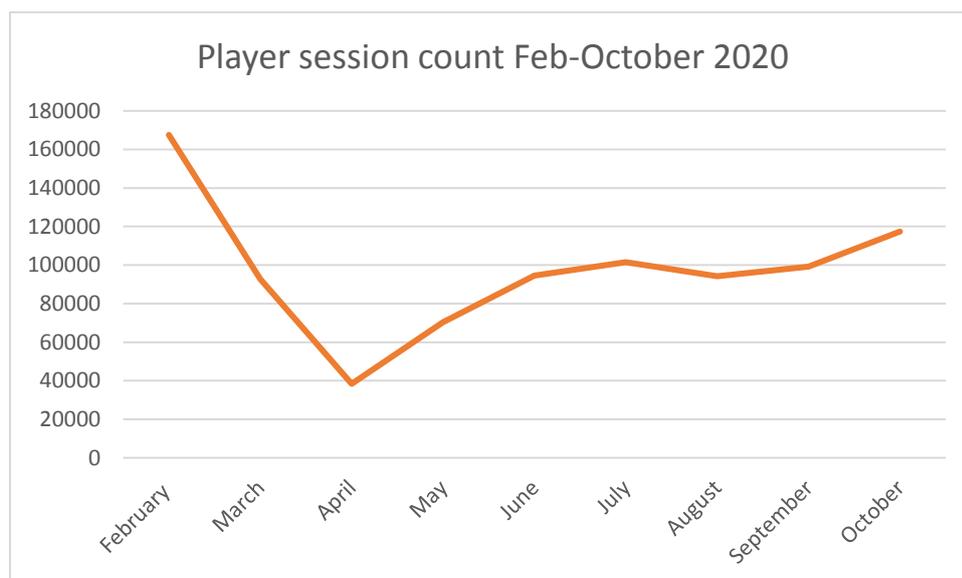
Although a small number of clubs have been forced to close permanently because of Covid this is far exceeded by the number of new affiliated clubs (29 so far this year). Some of these new clubs are for organisational reasons for the purpose of online bridge and do not represent new members but many are genuinely new clubs or clubs re-affiliating who have not been affiliated since before 2010. The large appeal was the availability of EBU Virtual Clubs on BBO which was only available to affiliated clubs. This is slightly reduced now as non-affiliated clubs can access other platforms but at least for now BBO is still the largest player. BBO are now offering ways for non-affiliated clubs to access their services but at less preferential rates.

The focus continues to be in trying to help clubs who are not yet playing online to consider setting something up to keep members playing and ensure that clubs survive until such time as they can again meet face to face. To this end an online meeting was held in partnership with Jacks Morcombe of EBED and all clubs who had not submitted a duplicate session since April were encouraged to attend. Counties were also invited and ask to encourage the clubs in their areas. During the meeting details were given on the options for playing online and two clubs who are successfully running online shared their experiences. The meeting was well attended although the number of new Virtual clubs as a result has been small.

At the time of writing there are 277 EBU Virtual Clubs on BBO. 295 clubs and 32 counties have submitted a session since April. This is just under half of the total of 636 affiliated clubs although some clubs have joined together for the purposes of online play so are active even though they have not submitted results.

Membership Development

In November 2019 membership development was about extending our scheme of supporting clubs in recruiting new members and teaching, as well as plans to put on a best-practice training event for clubs about how to grow. Then in March 2020 everything changed. Clubs stopped meeting and it was clear that we faced a huge challenge. The number of EBU player sessions plummeted, with the April figures being more than half composed of sessions run directly by the EBU on Bridge Base Online.



From a membership development perspective, other serious problems included face to face bridge classes and supervised sessions ceasing, and development activities planned for the spring and summer being cancelled.

That said, as the chart above shows the situation is better than, perhaps, we imagined it would be, thanks to a lot of energy put into online bridge. The success of EBU virtual clubs on BBO has persuaded some clubs to affiliate. However, the arrival of new online bridge platforms such as Real Bridge and clubs on Bridge Club Live means that the distinctive advantage of EBU virtual clubs will probably lessen.

We also noticed something else: that during lockdown fewer people are playing, but those that are playing, are playing more often. If you compare October 2020 to October 2019, for example, the number of player sessions is 61% of what it was, but the number of unique players only 46%.

During this period of lockdown, we have been working both on getting more clubs playing online, and on encouraging more online EBU sessions (as opposed to playing online in non-EBU sessions). One of the key discoveries is that there is a significant subset of players who will enjoy playing online, but only in the context of their own club or with people who are already familiar. Thus we have worked on encouraging clubs to resume sessions online. The EBU virtual club scheme is part of that, while MDO Tim Anderson has also got several clubs

playing online through his own online platform under development, called Your Bridge Club Online.

Some other key activities currently are:

- Working with EBED on a joint approach to attracting new players into the game.
- Looking at what opportunities we have to refresh the EBU's image and create a more effective web presence via a redesigned web site.
- Beginning to think about what we do coming out of lockdown sometime in 2021 and supporting our clubs in winning back members.
- Looking at the permanent impact of online play and how we can more effectively use technology to enhance our bridge clubs and improve the standard and availability of bridge classes.
- Building on lessons from lockdown, such as the demonstration that where we have a compelling offer to clubs such as the virtual bridge clubs, more non-affiliated clubs will be attracted to join us.
- Contacting our clubs not currently playing to learn from their experience and explore whether we can help them resume via online play.
- Reviving plans for a best-practice event possibly as an online conference.

Executive Working Groups

A new board initiative has been the formation of [Executive Working Groups](#), aiming to harness the voluntary input of a number of our members with backgrounds as top executives in business. At present two of them are active – the Technology Group comprising Cath Fox and Kiat Huang have been instrumental in creating and putting into effect the replacement plan for Michael Clark's departure (see staff matters below) ; and Teresa Brookes has made very welcome input into our Marketing arrangements. We are still looking for one or two more suitable volunteers to join both of those groups as well as up to three people to form a Commercial EWG.

Parliamentary Activity

The All Party Parliamentary Group for Bridge (APPG) continues to be chaired by Bob Blackman MP, with Baroness Henig acting as the primary point of contact for the EBU and the coordinator of the majority of the group's events. In the year 2019-20, due to Covid-19, the group has not held any meetings.

The APPG has not hosted any school's events in 2020 and no future school visits have yet been planned. There is no longer a Youth Officer within EBED, to take up responsibility for setting up these meetings. During 2019, it was noted that school visits are welcome but notice of 2-3 months must be given for planning the events.

The 2019 Lords v Commons match was organised by the EBU, taking place on 31st October. The Lords beat the Commons for the first time since 2016. Due to Covid-19 there will not be an annual Lords v Commons match in 2020. If permitted in 2021, the EBU will continue to organise the event on behalf of the APPG.

Media coverage

Media coverage over the last year remained consistent with coverage from 2019. Most coverage in the national press has been through their bridge columns, with the occasional additional article.

A team of bridge players took part in BBC2 quiz show Only Connect, consisting of two Junior Squad players, Kyle Lam and Toby Nonnenmacher and non-bridge playing friend Isi Bogod. Their team name was "The Suits", a team name suggested by the producers of the show in a nod to the bridge players. Kyle and Toby talked positively about their bridge playing during their time on the show. They reached the final round.

A new online bridge magazine was launched this year, BeBridge, from the creators of bridge magazine Le Bridgeur, BeBridge is available in English.

Overall online media coverage has remained similar to 2019. However, the type of coverage has shifted due to the lack of face to face bridge.

International Performances

England's representation in international duplicate bridge competitions is an important part of the EBU's activities as a national bridge organisation albeit, like all expenditure, we need to keep a close eye on overall costs. Successes at international level help to raise public awareness of English bridge and to attract new players to the game. Our participation in international events provides us with an international profile in the bridge world and it also brings more influence within the European Bridge League (EBL) and the World Bridge Federation (WBF).

The Selection Committee, made up of seven elected and two ex officio members, now chaired by Alan Mould, has a number of duties, but primarily these revolve around selecting teams for international events (home internationals, European championships, world championships, friendly internationals, etc), managing the squad system to support and develop young players, and managing the budget delegated to it by the Board for the internationals and squad system.

- Junior Teams and the Squad System

The Committee has, for some years, run a squad system with young players being in the age appropriate squad, each of which is run by a semi-autonomous squad leader, who is answerable to the Committee and provides regular reports.

The number of junior series has expanded in recent years and hence the junior squads have expanded as well. There are now U16, U21, U26 and U26 women series and we have a squad and squad leaders for each, all of whom give enormous amounts of their time and expertise freely and we are immeasurably grateful to them for their work and dedication.

In terms of selecting for junior events, we rely heavily on the recommendations of the squad leaders in liaison with a member of the Committee with responsibility for such matters, as they know the junior players best, all of whom change and develop at a fast rate. The next challenge for the squad leaders is to develop their teams to be competitive at the World Championships scheduled for the summer of 2021.

The expansion of the junior series has inevitably put strain on a budget already at bursting point. The EBL and WBF continues to expand the junior series and had this year intended to start a U31 series. The Committee took the view that whilst it would not prevent players

participating in such events (it would be entirely wrong to shut down avenues for playing international bridge) it could offer no support for such participation.

- Adult Teams

In terms of selecting for adult events, over the years the Committee has tended to move in cycles between selecting for events and holding trials for events to which it binds itself to selecting those who did well to a greater or lesser extent. We are currently in a cycle where they have moved very much to selection by trials (pairs trials for some events and teams for other events).

However, the number of series in adult events has also expanded in recent years, with the recently added mixed team series meaning that for the European championships, world championships and world bridge games (aka the Olympiad) there are now four series to select for (open, women, senior and mixed) with many players multiply eligible and some eligible for all four series.

With both the Europeans and the world bridge games scheduled to take place in 2020 this led to a real log jam of trials in 2019/20 with, at one point, potentially 14 weekends of trials to play in, plus the Premier League. This placed great strain on the calendar and trials clashed with long standing county events. There have been discussions with the counties about this and hopefully positive resolutions have been found, particularly around the timing of the Premier League weekends, by fixing them in advance as far as possible (the Committee is sometimes constrained by EBL or WBF events being announced late or moved at short notice). The last three trials were cancelled due to the pandemic and the recurrence of such a log jam of trails in the foreseeable future is unlikely due to a re-arrangement of EBL and WBL timetables.

- Budget

The Committee had determined that it would perform a complete bottom-up overhaul of the budget. The budget had developed over time in an ad hoc fashion as more series had been added, the squad system developed, etc, and it needed a holistic look, to see whether decisions taken one by one over time now made a rational whole. Much work had been done on this before the world turned upside down with the pandemic; international bridge as well as domestic bridge ceased, and the EBU was in no position to commit funding for the future. Whilst such work has not been wasted and will stand the Committee in good stead if and when things return to some degree of normality, all budget decisions will be against a backdrop of what the overall EBU can allow for international representation. Whilst the Board is committed to supporting our international teams, there are always other constraints.

- International Performances

Here is a brief overview of England's performances at international level since last year's report by the previous chair (Gillian Fawcett). Inevitably the pandemic has loomed large in international bridge with many events being cancelled, though a few have recently been played online. It remains to be seen whether such online play will become a permanent feature of international bridge.

- Juniors

The 2019 Channel Trophy was played in Utrecht in December. The U21s won their event, the U26W were second and the U26 Open sadly 4th. There was no U16 event in the Channel Trophy.

The Junior Camrose (U26) and Peggy Bayer Trophy (U21) were interesting this year. Other home nations could not all put out teams, so England was invited to field two teams in both events. It was therefore decided to have a U26 and a U21 team in the Junior Camrose and a U21 and a U16 team in the Peggy Bayer. In the Junior Camrose, the U21 team performed exceptionally well and agonisingly lost the event more or less on the last board to Scotland, the margin being 0.58VPs. The U26 team were third. In the Peggy Bayer, England continued to dominate the event as it has done for a number of years. The U21 team won easily, while the U16 team were a comfortable second, a particularly fine achievement given that some of the players were playing against opponents the best part of 10 years older than themselves. The squad leader informed me that the players greatly enjoyed the event and hoped they could participate again, but that decision is not in our hands.

Since lockdown, the teams have been playing in various online competitions, including the "Three Seas" events for the U16 squad. The Channel Trophy will be played online in December.

The world junior championships are due to be played in Salsomaggiore, Italy, over the summer of 2021, which is the next big challenge for the junior teams and the squad leaders.

- Open

The world bridge championships took place in September 2019 in a Chinese city no one at the time had ever heard of..... Wuhan. The open team qualified from the round robin comfortably enough and then lost a heart-breaking match to USA1 in the quarter final. The 2020 Camrose was about the last event to be played face to face, the final weekend taking place in March. England won the Camrose, being over a match clear at the end. As always, the Camrose places were filled by pairs from the first division of the Premier League. The Champions Cup, the European Championships and the world bridge games (Olympiad) were all cancelled due to the pandemic.

- Women

The English women's team won a bronze medal at the world championships, winning a hard-fought battle against the Netherlands. The Lady Milne Trophy was delayed by the pandemic and was played online using the RealBridge platform over the weekend of 30th October – 1st November, concurrently with the Teltscher Trophy. As the nominal host for the event England had two teams. The England team won the event comfortably, being over a match clear, whilst the EBU team came third, pipped for second by Wales a mere 0.07VPs ahead. The European Championships and the world bridge games (Olympiad) were cancelled due to the pandemic.

- Seniors

The seniors won a silver medal in the world championships, losing the final to Denmark. This must rate as a particularly strong performance as five of the six players were debuting at this level. The Teltscher Trophy was delayed by the pandemic and was played online using the RealBridge platform over the weekend of 30th October – 1st November, concurrently with

the Lady Milne Trophy. The team won the event narrowly, after overtaking Scotland, who had led throughout, in the second half of the final match. The European Championships and the world bridge games (Olympiad) were both cancelled due to the pandemic.

- Mixed

The mixed team stormed through the round robin in the world championships, finishing a match clear of the field. They then beat Latvia in the quarter final, but lost both the semi-final and the bronze medal playoff to finish agonisingly just short of a medal. The European Championships and the world bridge games (Olympiad) were both cancelled due to the pandemic.

Regulation

The Laws and Ethics Committee (L&E) is made up of seven elected individual members of the EBU and two appointed Board members. The chairman is Heather Dhondy. It is responsible for the regulation of the game in England.

It produces two annual publications, the White Book (primarily information and guidance for Tournament Directors) and the Blue Book (primarily information for players). Both publications are available free from the website. There is also a series of videos relating to The Laws of Duplicate Bridge (2017) and a group of forums for various English Bridge Union interests.

The L&E hears cases of both a technical and disciplinary nature. Appeals from tournaments are reviewed by the L&E so that they can offer advice and ensure the consistency of decisions. An annual booklet of the major decisions is published and is available electronically from the EBU website. Appeals are reviewed and comments published in the minutes of the L&E meetings.

With the move to on-line bridge there have been a large number of cheating allegations brought to the L&E for investigation. An Online Ethics Investigation Group has been set up to undertake extensive analysis of these allegations to prepare evidence for the L&E. This group is comprised of expert players who analyse the hands played by the accused to judge whether cheating is likely to have happened. They also gather statistical and technical data.

A pro bono adviser, Joy Mayall, is available to anyone who is subject to disciplinary action by the L&E.

The committee provides advice on model disciplinary procedures for clubs and counties and has also produced a set of model regulations for League Competitions. In addition, the committee has produced a set of guidelines for disciplinary committees.

A panel of referees is appointed by the L&E who hear appeals at tournaments and act as telephone referees in knock out events.

Tournaments and Competitions

Having found a new home last year for our main London congresses, the Easter Congress and the Year End Congress at the ILEC centre in West Brompton and successfully returned our Summer Meeting to Eastbourne, to newly-built premises in the Devonshire Park complex, most of our plans for competitions were thrown into disarray by the lockdown and other restrictions caused by the Covid-19 pandemic.

However, once we settled into providing a regular schedule of daily online games on BBO (currently seven every day including two aimed at less-experienced players), we started to

look at providing as much as we could in the way of online events to replicate our usual congress schedule. We were initially limited by Bridge Base Online (BBO) as to what we could offer and in particular were unable to run Swiss Pairs or Swiss Teams in the way that our members are used to, but the recent arrival of RealBridge from a small English consortium is allowing a full range of bridge events to be provided, as well as allowing audio and video communication at each table to add to the social element that players enjoy.

So, having run the Summer Meeting on BBO over two weekends we have more recently run the Autumn Congress on RealBridge and are about to run the Tollemache Qualifier there too as well as the Year End Congress in its tried and tested format, on the usual days between Christmas and New Year.

We have run a couple of Sim Pairs events since lockdown, at a reduced rate to encourage participation and will continue to run them although likely at the standard rate. At the start of 2021 one of the Sim Pairs events will be dedicated to Peter Jordan who sadly died this year, a few years after retiring from our Competitions department where he was a well-known and much-loved figure.

One other new event we ran this year was the National Handicap Pairs Championship, which had been planned as an event to be run in clubs but which we ran online instead, enjoyed by nearly 200 pairs across the country. Handicapping scores by players' NGS grades gave an opportunity for success to a wider than usual range of our members and we expect to repeat this and build on it in future years.

At the start of this year, we had made arrangements with *First for Bridge* (Arena travel) to take over from *Bridge Overseas* in running our overseas holidays and finding playing accommodation for us in England for our congresses and other competitions, due to take effect at the end of January 2021. The current situation has meant that they have made a number of arrangements for us that have subsequently had to be dropped, but as soon as we are able to get back to running large events live, they will be making the arrangements for them. Plans for future overseas holidays include Malta, Turkey and Croatia as like destinations.

In addition to our regular daily Funbridge robot games programme, we now also have a daily robot game on BBO.

Tournament Directors Development Group

The Tournament Directors Development Group (TDDG) is a subcommittee of the Board which deals with the development and management of the EBU's active tournament directors. It is chaired by Heather Dhondy. The group has this year welcomed new trainee Jacks Morcombe. There have been no other changes to the panel.

The County Working Groups (CWG)

The two County Working Groups that are active have provided a forum to discuss the challenges of the Covid crisis. As was commented last year these two Working Groups "continued to show the benefits of regional cooperation. We encourage counties from the other regions to contact either one". This will enable individual Counties in a region to discuss matters and offer support each other.

The Midlands Counties WG had been meeting quarterly in recent years, and was focused on three issues (a) membership growth and how to set realistic targets, (b) how to engage

better with non-affiliated clubs, and (c) how to better support the classroom to clubroom to tournament transitions.

When the first lockdown occurred, the MCWG became a lot more active, meeting by video conference at first weekly and more recently bi-weekly. The group expanded during this period to welcome counties as far apart as Devon and Suffolk and a total of 16 counties are now participating. The emphasis has been on the sharing of ideas and experiences of online bridge, and the exchange has enabled the fast-starters to help the other counties to get going. The group have created and run multiple inter-county events, and have recently replaced the MCL with a Midlands Counties Online League with nine counties participating. Minutes of all meetings are on the EBU website.

The Northern Counties Working Group has met quarterly since it was founded in October 2013 with the aim of creating effective relationships with Counties, Clubs and their members.

This has recently been stretched to its maximum with the onset of the Global Pandemic. The main subject of conversations with the County Representatives through Zoom conferencing has been to allow them to touch base with one another, keep up to date with what is happening in the Virtual Bridge World and pass back to the EBU, through the attendance of at least one EBU Director and the CEO, our thoughts and worries for the future and for discussion at Board level.

EBU Headquarters at Aylesbury

We now have a full-time staff equivalent of around twelve, serving over 55000 members through the provision of tournaments, regulation, international support, club and membership support services including the Bridge Warehouse providing bridge books and supplies, and communications including Club Management Focus to affiliated clubs, and Events Focus to 'tournament players'.

We also aid the charity English Bridge Education and Development, with whom we share offices and some administrative systems. EBED has a Chief Executive (Giorgio Provenza has recently taken this role), as well as four part-time staff.

- **IT and Data matters**

Work is now far advanced on an updated website, which was necessary because the Drupal 7 software on which it is based will be going out of support at the end of this year. At the same time as making the necessary update to Drupal 8 we have taken the opportunity for an entirely new look, which we think will be much easier to navigate once members have become used to the new design. We expect this to be launched before the end of the year.

- **Staff**

A significant number of our staff have been on furlough for most of the time since the scheme started in March, which has required the rest of the staff to cover for their responsibilities, a challenge that they have risen to magnificently. Unfortunately, despite this we have also had to make three staff redundant due to the financial constraints brought on by the pandemic – we are sorry to have said goodbye to Adam Lugmayer, Steve Walker and Jacki Farrugia. Those staff remaining have had to be flexible and willing to expand their roles so that all the work has been covered as necessary, even if outside their formal job descriptions

The other significant staffing change has been that Michael Clark has left our IT department after 17 years, during which time he has built the EBU into a technological leader among National Bridge Organisations. We wish him well as he branches out on his own, and his place will be taken by Harry Watson on the development side and Charlie Bucknell's role has been adjusted to include the systems administration part of the job.

Annual General Meeting and Shareholdings

The EBU is a company limited by shares. Our shareholders do not get any financial remuneration, their shareholdings and voting rights are based on the number of members their county has. This report will be presented to the shareholders for discussion at the Annual General Meeting on 25th November 2020.

For full details of our constitution and structure please see the EBU's Articles and Bye Laws available on the EBU's website, www.ebu.co.uk



Ian Payn
Chairman

For and on behalf of the Board of the English Bridge Union

Staff members and national volunteers 1 September 2019 – 31 August 2020

Details of the directors, committee members and staff can be found at <http://www.ebu.co.uk/biographies/ebu>. We are also grateful for the assistance of:

Honorary Counsel

David Ewart QC

Pro Bono Advisor

Joy Mayall

Disciplinary Panel (a panel drawn from this group hears and decides on cases that are prosecuted by the Prosecution Panel named below)

Sally Bugden, Brian Callaghan, Jim Grant, John Hayton, Norman Inniss, Christine Jepson, Alan Mould, Kath Nelson, Jackie Pye, Paul Roberts, Paddy Seligman, Geoff Smith, Jeff Smith, John Williams.

Prosecution Panel (a panel drawn from this group conducts prosecutions on behalf of the EBU)

David Bakhshi, Heather Bakhshi, Simon Cocheme, Brian Crack, Jeremy Dhondy, Tony Forrester, Mike Huggins, Simon Husband, Jane Jensen, Richard Johnson, Fiona Littlewood, Clive Owen, Martin Pool, Shirley Pritchard, Bryan Willis, Nick Woolven

Appendix A

EBU Pie Charts of income and expenditure 2019-20

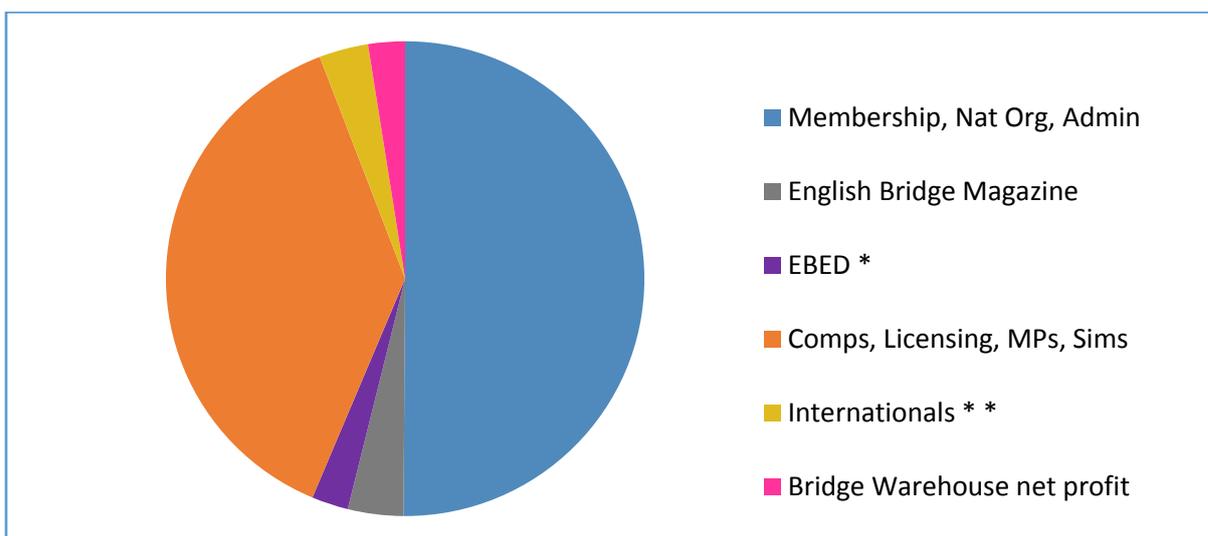
	INCOME (£k's)	EXPENDITURE (£k's)
Membership, Nat Org, Admin	712.8	-547.0
English Bridge Magazine	53.4	-178.1
EBED *	35.2	-117.6
Comps, Licensing, MPs, Sims	538.4	-451.7
Internationals **	47.3	-173.00
Bridge Warehouse net profit	35.4	
	1,422.5	-1,467.4

* English Bridge Education and Development Charity

** Ave of last four years as Internationals finances vary according to a four-year cycle

2019-20 Internationals: **52.5** **-198.5**

INCOME



EXPENDITURE

