

Sydney Bridge Club Limited

(Previously known as New South Wales
Bridge Association Ltd)

ACN 000 438 648

ANNUAL REPORT

2025

Sydney Bridge Club Limited
Directors' Report
For the Financial Year Ended 30 September 2025

Your directors present their report on the company for the financial year ended 30 September 2025.

DIRECTORS

The names of each person who has been a director during the year and to the date of this report are:

Mary Anne Loveridge
Karen Irvine
Louise Harkness
Michael Jackson
Jeffrey Newton
Orsolina Aroney (appointed 12 February 2025)

PRINCIPAL ACTIVITIES

The principal activity of the Sydney Bridge Club Limited is to be a thriving bridge club providing social, educational and competitive bridge playing opportunities.

The company's objectives are to:

- Grow: More players, more often, experiencing more
- Deliver Bridge Services: Provide high quality and consistent player experience
- Engage our club members and visitors: Support players and create an engaged club community

To achieve these objectives, the company has adopted the following strategies:

- Promote a culture of belonging and inclusion
- Target new market segments
- Design offerings to increase player attendance
- Provide pathways for player development, with a strong offering for beginners
- Deliver bridge services efficiently
- Ensure our customer facing representatives are friendly and professional
- Engage resources to support club growth and resilience
- Ensure our venues are fit for purpose
- Actively care for our members and visitors
- Celebrate our players successes and personal milestones
- Review and improve our food and beverage offerings

The directors of the company take their responsibilities seriously, and have taken the following steps towards ensuring they are well placed to effectively govern the Sydney Bridge Club:

- Adopted the Australian Institute of Company Directors governance principles for not-for-profit organisations ("2024 Not-for-Profit Governance Principles – Third Edition")
- Established a skills and experience matrix and pro-actively sought out relevant individuals to put themselves forward to join the board or fill casual vacancies

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The company is working toward implementing the following key performance measures:

- Number of first time players
- Sessions played per player
- Customer satisfaction
- Retention
- Beginner conversion to player
- Profitability
- Volunteer participation and satisfaction
- Growth in club membership

REVIEW OF OPERATIONS

This was the first full year of operating purely as a bridge club following the separation from the state body in May 2024.

OPERATING RESULT

The deficit of the company for the financial year after providing for income tax amounted to \$121,816 (2024: \$388,918 deficit).

CHANGES IN STATE OF AFFAIRS

Significant changes in the state of affairs of the company occurred during the financial year as follows:

- Termination as at 31 October 2024 of the MOU with Strathfield Bridge Club re: running a joint session at Canada Bay Club on Mondays. This session is now purely run by Strathfield Bridge Club.
- The Thursday Canada Bay Club session was moved to the Polish Club in Ashfield in July 2025.

EVENTS SUBSEQUENT TO YEAR END

No adjusting events have occurred between the reporting date and the date of authorisation of these accounts.

INFORMATION ON DIRECTORS

The composition of the board remained stable during 2025, with one additional Director (Orsolina Aroney) joining the board in February 2025.

Sydney Bridge Club Limited
Directors' Report
For the Financial Year Ended 30 September 2025

Mary Anne Loveridge

Mary Anne was elected on 22 November 2023 to fill the casual vacancy created by the resignation of John Scudder. At the time, John was mentoring Mary Anne as his successor. She was subsequently elected as Chairman of the NSWBA and steered the organisation through to the completion of the separation of the club and state functions.

Mary Anne learnt to play bridge at Sydney University where she gained her Bachelor of Engineering (Electrical). Mary Anne regrets not keeping up bridge following her graduation, returning to the game when her husband found out that one of his childhood friends was looking for a bridge partner. Mary Anne plays regularly at the Wednesday morning session in the city and enjoys the challenge and social aspects of playing in Congresses.

Mary Anne is passionate about diversity and inclusion and building communities – helping people have a sense of true belonging. Mary Anne has a Master of Science (Coaching Psychology) and is a self-employed executive coach and endeavours to use her coaching skills to have a positive impact on a community that she loves.

Mary Anne is also committed to good governance and is a GAICD. She holds a position on the Council of Bridge NSW.

Karen Irvine

Karen was elected to Council as Treasurer in January 2024. She is a retired CPA accountant who held senior commercial and management positions in both listed companies and SMEs across the mining services, industrial services and ICT sectors.

Karen learnt to play bridge in the Illawarra in the early 2000's under the legendary Chris Diment. In 2017 she relocated to Sydney and joined the North Shore Bridge Club, playing in both Willoughby and the Illawarra. On-line bridge was a lifesaver during the Covid lockdowns, but she much prefers face to face bridge, so in 2023 she joined the NSWBA (now the Sydney Bridge Club) and started playing in Goulburn St. Karen also enjoys congress play and hopes to continue to improve her game.

Louise Harkness

Louise is a retired senior executive with many years experience leading delivery of the full range of corporate type services to a number of federal government agencies.

Louise enjoys playing bridge at both the Sydney and Ashfield venues and hopes to further develop her bridge skills over the coming years.

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Michael Jackson

Michael was elected to Council in February 2024. Michael has over 30 years' experience as a director, company secretary and corporate executive. His experience includes setting strategy, managing risk and structuring, negotiating, and implementing complex projects and contracts. He has experience in both the private sector and government.

Michael led a team of lawyers and contract managers at a global aerospace, space, transportation, defence and security group. Earlier in his career he was Chief Operating Officer at a financial institution, with responsibility for a diverse range of corporate services. He is an experienced General Counsel and Company Secretary.

Michael has worked in environments with complex stakeholder relationships and has deep experience working with regulators. Being a keen investor, he is Deputy Chair of the Australian Shareholders' Association Limited (ASA). He is a keen intermediate bridge player.

Jeffrey Newton

Jeff is a retired technology professional with experience leading teams for large global companies in the Financial Services industry. In 2019 he became a member of NSWBA, and in 2023 started volunteering as a member of the Club Proxy Board, which was formed to represent club members' interests during the separation discussions with the State Proxy Board, the fore runner of Bridge NSW. In February 2024 Jeff was elected to the Council of NSWBA, and has been actively involved in the Operations of the Club. Jeff is a passionate believer that the club should provide a welcoming and friendly setting for everyone, with a competitive standard of play for those who seek it.

Jeff lives within walking distance of the Goulburn St club room and enjoys playing in the Wednesday morning duplicate session, from time to time Sunday Fundays, and in as many Club Congresses and other events that he can find time to play in.

Orsolina Aroney

Orsolina was elected as a Director at the 2024 AGM. Her professional background is physiotherapy. She has worked in the public health system where she was team leader of a Child and Family team, in private practice and as a training officer for the Youth Refuge Association.

Orsolina began playing bridge over 10 years ago when she lived at Byron Bay. She loves Bridge for the mental stimulation, the challenges, the risk taking and for the wonderful community of people from diverse backgrounds who come together on an equal playing field.

Sydney Bridge Club Limited
Directors' Report
For the Financial Year Ended 30 September 2025

DIRECTORS' MEETINGS

During the financial year, 12 meetings of directors were held.

Attendance by each director was as follows:

Director	Meetings held*	Meetings attended
Mary Anne Loveridge	12	11
Karen Irvine	12	11
Louise Harkness	12	11
Michael Jackson	12	10
Jeffrey Newton	12	11
Orsolina Aroney	7	6

* Number of meetings held during the director's term of office.

COMPANY LIMITED BY GUARANTEE

The company is incorporated under the *Corporations Act 2001* and is a company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the company. As at 30 September 2025, the number of members was 761 (2024: 759).

AUDITOR'S INDEPENDENCE DECLARATION

A copy of the auditor's independence declaration as required under section 307C of the *Corporations Act 2001* is set out on the following page.

Signed in accordance with a resolution of the Board of Directors.



.....
MARY ANNE LOVERIDGE
DIRECTOR



.....
KAREN IRVINE
DIRECTOR

Dated: 16 January 2026

16 January 2026



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Sydney Bridge Club Limited
Auditor's Independence Declaration to the Directors of Sydney Bridge Club Limited
For the Financial Year Ended 30 September 2025

In accordance with the requirements of the *Corporations Act 2001*, I declare that, to the best of my knowledge and belief, there have been:

- a) no contraventions of the auditor independence requirements of the *Corporations Act 2001* in relation to the audit; and
- b) no contraventions of any applicable code of professional conduct in relation to the audit.

A handwritten signature in black ink that reads "SDJA".

SDJA

A handwritten signature in black ink that reads "Juanelle Portelli".

Juanelle Portelli
Associate Director
16 January 2026
Sydney, New South Wales

Sydney Bridge Club Limited
Statement of Profit or Loss and Other Comprehensive Income
For the Financial Year Ended 30 September 2025

	Notes	2025 \$	2024 \$
Revenue			
Revenue from contracts with customers	4	463,520	322,102
Other income	5	21,720	20,381
Total revenue		485,240	342,483
Expenses			
Changes in inventories		2,027	139
Administration and other operating costs		(218,872)	(147,073)
Depreciation		(30,126)	(28,939)
Employee benefits		(193,655)	(103,578)
Impairment loss on trade receivables		-	(4,297)
Lease payments for short-term/low-value leases		(10,700)	(327)
Tournament, club, lesson and event expenses		(155,730)	(111,479)
Write-down of plant and equipment		-	(1,236)
Total expenses		(607,056)	(396,790)
Share of net profit from joint venture	6	-	25,746
Net deficit before income tax		(121,816)	(28,561)
Income tax expense		-	-
Deficit after income tax from continuing operations		(121,816)	(28,561)
Deficit from discontinued operations	7	-	(360,357)
Net deficit for the year		(121,816)	(388,918)
Other comprehensive income		-	-
Total comprehensive loss		(121,816)	(388,918)

The accompanying notes form part of these financial statements.

Sydney Bridge Club Limited
Statement of Financial Position
As at 30 September 2025

	Notes	2025 \$	2024 \$
Assets			
Current			
Cash and cash equivalents	8	189,546	357,704
Trade and other receivables	9	9,146	15,987
Inventories	10	6,843	4,816
Other assets	11	32,428	25,329
Current assets		237,963	403,836
Non-current			
Property, plant and equipment	12	269,751	295,387
Non-current assets		269,751	295,387
Total assets		507,714	699,223
Liabilities			
Current			
Trade and other payables	13	51,762	50,527
Provision for employee benefits	14	19,973	19,102
Borrowings	15	50,000	76,868
Contract liabilities	16	40,738	41,165
Current liabilities		162,473	187,662
Non-current			
Provision for employee benefits	14	20,718	15,222
Borrowings	15	-	50,000
Non-current liabilities		20,718	65,222
Total liabilities		183,191	252,884
Net assets		324,523	446,339
Equity			
Reserves		-	103,588
Retained earnings		324,523	342,751
Total equity		324,523	446,339

The accompanying notes form part of these financial statements.

Sydney Bridge Club Limited
Statement of Changes in Equity
For the Financial Year Ended 30 September 2025

Notes	Capital Reserves \$	Building Fund Reserves \$	Retained Earnings \$	Total Equity \$
Balance at 1 October 2023	67,598	35,990	731,669	835,257
Loss for the year	-	-	(388,918)	(388,918)
Other comprehensive income	-	-	-	-
Total comprehensive loss	-	-	(388,918)	(388,918)
Balance at 30 September 2024	67,598	35,990	342,751	446,339
Balance at 1 October 2024	67,598	35,990	342,751	446,339
Loss for the year	-	-	(121,816)	(121,816)
Other comprehensive income	-	-	-	-
Total comprehensive loss	-	-	(121,816)	(121,816)
Transfer (from)/to reserves	(67,598)	(35,990)	103,588	-
Balance at 30 September 2025	-	-	324,523	324,523

The accompanying notes form part of these financial statements.

Sydney Bridge Club Limited
Statement of Cash Flows
For the Financial Year Ended 30 September 2025

	Notes	2025	2024
		\$	\$
Cash flows from operating activities			
Receipts from members, customers and others		530,896	552,098
Payments to suppliers and employees		(626,151)	(556,210)
Interest received		8,496	11,739
Net cash (used in)/provided by operating activities		(86,759)	7,627
Cash flows from investing activities			
Payments for property, plant and equipment		(4,531)	(9,108)
Payments to Bridge NSW Limited		-	(362,626)
Net cash used in investing activities		(4,531)	(371,734)
Cash flows from financing activities			
Net (repayments of)/proceeds received from borrowings		(76,868)	126,868
Net cash (used in)/provided by financing activities		(76,868)	126,868
Net change in cash and cash equivalents		(168,158)	(237,239)
Cash and cash equivalents at beginning of financial year		357,704	594,943
Cash and cash equivalents at end of financial year	8	189,546	357,704

The accompanying notes form part of these financial statements.

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

1. General information

The financial report covers Sydney Bridge Club Limited as an individual entity. Sydney Bridge Club Limited is a company limited by guarantee, incorporated and domiciled in Australia. The company is a not-for-profit entity for financial reporting purposes under Australian Accounting Standards.

The principal activity of the company is included in the directors' report.

The principal place of business is First Floor, 162 Goulburn Street, East Sydney, NSW, 2010.

The financial report was authorised for issue by the directors on 16 January 2026.

2. Changes in accounting policies

New and revised standards that are effective for these financial statements

A number of revised standards became effective for the first time to annual periods beginning on or after 1 October 2024. The adoption of these revised accounting standards has not had a material impact on the company's financial statements.

Accounting Standards issued but not yet effective and not been adopted early by the company

A number of new and revised standards have been issued but are not yet effective and have not been adopted early by the company. The directors are currently assessing the impact such standards will have on the company.

3. Summary of material accounting policy information

Financial reporting framework

The general purpose financial statements of the company have been prepared in accordance with the requirements of the *Corporations Act 2001*.

Statement of compliance

The general purpose financial statements of the company have been prepared in accordance with Australian Accounting Standards – Simplified Disclosures and other authoritative pronouncements of the Australian Accounting Standards Board.

Basis of preparation

The financial statements are presented in Australian Dollars (\$AUD), which is also the functional currency of the company.

The material accounting policy information that has been used in the preparation of these financial statements is summarised below.

Revenue from contracts with customers

Revenue is recognised on a basis that reflects the transfer of promised goods or services to customers at an amount that reflects the consideration the company expects to receive in exchange for those goods or services.

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

Revenue is recognised by applying a five-step model as follows:

1. Identify the contract with the customer
2. Identify the performance obligations
3. Determine the transaction price
4. Allocate the transaction price to the performance obligations
5. Recognise revenue as and when control of the performance obligations is transferred

Income taxes

No provision for income tax has been raised as the company has self-assessed as being exempt from income tax under Div 50 of the *Income Tax Assessment Act 1997*.

Trade and other receivables

Trade receivables are initially recognised at fair value and subsequently measured at amortised cost using the effective interest method, less any allowance for expected losses. Trade receivables are generally due for settlement within 30 days.

Inventories

Inventories are measured at the lower of cost and net realisable value. Cost of inventory is determined using the first-in-first-out basis and is net of any rebates and discounts received. Net realisable value is estimated using the most reliable evidence available at the reporting date and inventory is written down through an obsolescence provision if necessary.

Property, plant and equipment

Depreciation

Property, plant and equipment is depreciated on a straight-line basis over the assets' useful life to the company, commencing when the asset is ready for use.

The depreciation rates used for each class of depreciable assets are shown below:

Fixed asset class	Depreciation rate
Buildings	2.5%
Building improvements	2.5%
Furniture and fittings	5% - 20%
Office equipment	5% - 40%

Trade and other payables

These amounts represent liabilities for goods and services provided to the company prior to the end of the financial year and which are unpaid. Due to the short-term nature, they are measured at amortised cost and are not discounted. The amounts are unsecured and are usually paid within 30 days of recognition.

Liabilities relating to contracts with customers

Contract liabilities

A contract liability is recognised if a payment is received, or a payment is due (whichever is earlier) from a customer before the company transfers the related goods or services. Contract liabilities include deferred income. Contract liabilities are recognised as revenue when the company performs under the contract (i.e. transfers control of the related goods or services to the customer).

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

Significant judgement in applying accounting policies

When preparing the financial statements, the directors undertake a number of judgements, estimates and assumptions about the recognition and measurement of assets, liabilities, income and expenses.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Receivables

The receivables at reporting date have been reviewed to determine whether there is any objective evidence that any of the receivables are impaired. An allowance for expected credit losses is included, where applicable, for any receivable where the entire balance is not considered collectible. The allowance for expected credit losses is based on the best information at the reporting date.

Inventories

The directors estimate the net realisable values of inventories, taking into account the most reliable evidence available at each reporting date. The future realisation of these inventories may be affected by future technology or other market-driven changes that may reduce future selling prices.

Useful lives of depreciable assets

The directors review their estimate of the useful lives of depreciable assets at each reporting date, based on the expected utility of the assets. Uncertainties in these estimates relate to technical obsolescence that may change the utility of certain depreciable assets.

Long service leave

The liability for long service leave is recognised and measured at the present value of the estimated cash flows to be made in respect of all employees at the reporting date. In determining the present value of the liability, estimates of attrition rates and pay increases through promotion and inflation have been taken into account.

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

	2025	2024
	\$	\$
4. Revenue from contracts with customers		
<u>Revenue recognised over time</u>		
Tournament, club, lesson and event income	413,982	280,102
Member subscriptions	49,538	42,000
	463,520	322,102

How the company recognises revenue

Tournament, club, lesson and event income

Revenue relating to tournaments, clubs, lessons and events is recognised over the period in which the service is provided.

Member subscriptions

Revenue relating to member subscriptions is recognised over the period to which the agreement relates.

5. Other income

Interest income	7,859	11,739
Rental income	-	4,734
Other revenue	13,861	3,908
	21,720	20,381

6. Share of net profit from joint venture

On 31 October 2024, the Memorandum of Understanding between the company and Strathfield Bridge Club regarding the running of a joint session at Canada Bay Club on Mondays had been terminated. This session is now purely run by Strathfield Bridge Club.

7. Deficit from discontinued operations

Deficit from discontinued operations	-	(56,927)
Completion payment and other settlement	-	(303,430)
	-	(360,357)

8. Cash and cash equivalents

Cash on hand	100	1,727
Cash at bank	37,501	145,501
Short-term deposits	151,945	210,476
	189,546	357,704

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

	2025	2024
	\$	\$
9. Trade and other receivables		
Current		
Trade receivables	6,223	17,442
Allowance for expected credit losses	-	(5,015)
Interest receivable	2,423	3,060
Deposits	500	500
	9,146	15,987
10. Inventories		
Inventory on hand	6,843	4,816
	6,843	4,816
11. Other assets		
Current		
Prepayments	32,428	25,329
	32,428	25,329
12. Property, plant and equipment		
Buildings at cost	911,332	911,332
Buildings accumulated depreciation	(694,511)	(671,728)
	216,821	239,604
Building improvements at cost	42,556	42,556
Building improvements accumulated depreciation	(14,242)	(12,376)
	28,314	30,180
Furniture and fittings at cost	150,249	149,678
Furniture and fittings accumulated depreciation	(128,859)	(128,211)
	21,390	21,467
Office equipment at cost	53,435	63,180
Office equipment accumulated depreciation	(50,209)	(59,044)
	3,226	4,136
Total property, plant and equipment	269,751	295,387

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

12. Property, plant and equipment (continued)

	Buildings	Building Improvements	Furniture & Fittings
	\$	\$	\$
Net carrying amount 1 October 2024	239,604	30,180	21,467
Additions	-	-	2,329
Disposals	-	-	(41)
Depreciation	(22,783)	(1,866)	(2,365)
Net carrying amount 30 September 2025	<u>216,821</u>	<u>28,314</u>	<u>21,390</u>

	Office Equipment	Total
	\$	\$
Net carrying amount 1 October 2024	4,136	295,387
Additions	2,202	4,531
Disposals	-	(41)
Depreciation	(3,112)	(30,126)
Net carrying amount 30 September 2025	<u>3,226</u>	<u>269,751</u>

13. Trade and other payables

Current

	2025	2024
	\$	\$
Trade payables	10,839	21,304
Accrued expenses	39,480	28,572
Net GST payable	1,443	651
	<u>51,762</u>	<u>50,527</u>

14. Provision for employee benefits

Current

Provision for annual leave	11,768	14,474
Provision for long service leave	8,205	4,628
	<u>19,973</u>	<u>19,102</u>

Non-current

Provision for long service leave	20,718	15,222
	<u>20,718</u>	<u>15,222</u>

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

	2025	2024
	\$	\$
15. Borrowings		
Current		
Loan payable - others	50,000	76,868
	50,000	76,868
Non-current		
Loan payable - others	-	50,000
	-	50,000
16. Contract liabilities		
Current		
Contract liabilities - income in advance	40,738	41,165
	40,738	41,165
17. Related parties		
The company's related parties include its directors. Any transactions with directors (including their related parties) were conducted at an arm's length basis in the ordinary course of business and under usual terms and conditions for customers and employees.		
<u>Key management personnel compensation</u>		
Total key management personnel compensation	-	-
18. Remuneration of auditor		
<u>SDJA</u>		
Audit of financial report	5,700	6,350
Assistance with financial report preparation	2,800	3,350
	8,500	9,700

19. Members' guarantee

The company is incorporated under the *Corporations Act 2001* and is an company limited by guarantee. If the company is wound up, the constitution states that each member is required to contribute a maximum of \$20 each towards meeting any outstanding obligations of the company. As at 30 September 2025, the number of members was 761 (2024: 759).

20. Commitments

The company had no material unrecognised contractual commitments as at 30 September 2025.

Sydney Bridge Club Limited
Notes to the Financial Statements
For the Financial Year Ended 30 September 2025

21. Contingent liabilities

Under the terms of the Deed of Agreement entered into on the separation of the company and Bridge NSW Limited, the company is obliged:

- To provide a Post Separation Payment of 12.5% of any sale or lease proceeds should the company ever sell or lease its building at Level 1, 162 Goulburn Street, Surry Hills, NSW 2010. Initial building costs to make a portion of the building available for lease will not be deducted in determining sale or lease proceeds, but any future capital costs or contribution made to a tenant's fit out is deducted in determining sale or lease proceeds. Sale and lease proceeds are to be determined after deducting selling or fit out costs, property outgoings and leasing costs. No Post Separation Payment arises if lease proceeds in any year are less than \$15,000. Bridge NSW Limited has no on-going say in any decisions regarding the building, including any decisions to lease or sell the building. Bridge NSW makes no contribution to the outgoings of the building.
- To permit Bridge NSW Limited to use the building for up to 20 days per calendar year rent free until 31 December 2031.

The company had no other contingent liabilities as at 30 September 2025.

22. Subsequent events

No adjusting events have occurred between 30 September 2025 and the date of authorisation of these accounts.

Sydney Bridge Club Limited
Directors' Declaration
For the Financial Year Ended 30 September 2025

The directors of the company declare that in the directors' opinion:

- a) the financial statements and notes are in accordance with the *Corporations Act 2001*, including:
 - i) giving a true and fair view of the company's financial position as at 30 September 2025 and of its performance for the year ended on that date; and
 - ii) complying with Australian Accounting Standards – Simplified Disclosures and the *Corporations Regulations 2001*; and
- b) there are reasonable grounds to believe that the company is able to pay all of its debts, as and when they become due and payable; and
- c) the company does not have any controlled entities and is not required by the Accounting Standards to prepare consolidated financial statements. Therefore, a consolidated entity disclosure statement has not been included as section 295(3A)(a) of the *Corporations Act 2001* does not apply to the company.

Signed in accordance with a resolution of the directors made pursuant to section 295(5)(a) of the *Corporations Act 2001*.



Mary Anne Loveridge
Director
16 January 2026



Karen Irvine
Director
16 January 2026

Sydney Bridge Club Limited
Independent Auditor's Report to the Members of Sydney Bridge Club Limited
For the Financial Year Ended 30 September 2025

Opinion

We have audited the financial report of Sydney Bridge Club Limited (the company), which comprises the statement of financial position as at 30 September 2025, the statement of profit or loss and other comprehensive income, the statement of changes in equity and the statement of cash flows for the year then ended, and the notes to the financial statements, including a summary of material accounting policy information, and the directors' declaration.

In our opinion, the financial report of Sydney Bridge Club Limited has been prepared in accordance with the *Corporations Act 2001*, including:

- (a) giving a true and fair view of the company's financial position as at 30 September 2025 and of its financial performance for the year then ended; and
- (b) complying with Australian Accounting Standards – Simplified Disclosures and the *Corporations Regulations 2001*.

Basis for Opinion

We conducted our audit in accordance with Australian Auditing Standards. Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Report* section of our report. We are independent of the company in accordance with the auditor independence requirements of the *Corporations Act 2001* and the ethical requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the financial report in Australia. We have also fulfilled our other ethical responsibilities in accordance with the Code.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Information Other than the Financial Report and Auditor's Report Thereon

The directors of the company are responsible for the other information. The other information is the directors' report, the unaudited statement of profit or loss, the chair's report, the treasurer's report, the club operations report, the club engagement report, the volunteering report and the governance report accompanying the financial report.

Our opinion on the financial report does not cover the other information and accordingly we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial report, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial report or our knowledge obtained in the audit or otherwise appears to be materially misstated.

Sydney Bridge Club Limited
Independent Auditor's Report to the Members of Sydney Bridge Club Limited
For the Financial Year Ended 30 September 2025

If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of the Directors for the Financial Report

The directors of the company are responsible for the preparation and fair presentation of the financial report in accordance with Australian Accounting Standards – Simplified Disclosures and the *Corporations Act 2001*, and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement, whether due to fraud or error.

In preparing the financial report, the directors of the company are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors of the company either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

The directors of the company are responsible for overseeing the company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Report

Our objectives are to obtain reasonable assurance about whether the financial report as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Australian Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial report.

A further description of our responsibilities for audit of the financial report is located at the Auditing and Assurance Standards Board website at: <http://www.auasb.gov.au/>. This description forms part of our auditor's report.



SDJA



Juanelle Portelli

Associate Director

December 2025

Sydney, New South Wales

Sydney Bridge Club Limited
Unaudited Statement of Profit or Loss
For the Financial Year Ended 30 September 2025

	2025	2024
	\$	\$
Revenue		
Table monies and entry fees	300,227	200,586
Tournament income	75,735	56,514
Member subscriptions	49,538	42,000
Lesson income	22,210	22,984
Event hosting income	15,710	-
Interest income	7,859	11,739
BB Dollars	100	18
Rental income	-	4,734
Other revenue	13,861	3,908
Total revenue	485,240	342,483
Expenses		
Advertising	(33)	(558)
Affiliation fees paid	(21,885)	(25,002)
Air conditioning expenses	(103)	(6)
Auditor's remuneration	(9,500)	(10,124)
Bad debts expense	-	(4,297)
Bank charges	(8,410)	(7,055)
Changes in inventories	(2,808)	(540)
Cleaning	(14,482)	(9,880)
Computer software license	(2,835)	(2,990)
Council & water rates	(4,613)	(4,657)
Depreciation	(30,126)	(28,939)
Electricity	(9,818)	(12,063)
Food & beverages	(48,480)	(16,758)
Insurance	(5,743)	(5,887)
Masterpoint expenses	(4,937)	(3,498)
Parking expenses	(8,882)	(896)
Postage & courier	(3)	(747)
Printing & stationery	(14,330)	(8,958)
Prizes, trophies & grants	(4,689)	(4,710)
Professional fees - other	(150)	(1,511)
Provision for holiday pay	2,706	(2,525)
Provision for long service leave	(9,072)	(8,806)
Repairs & maintenance	(5,367)	(4,154)
Strata levies	(62,235)	(59,354)
Superannuation contributions	(32,046)	(19,713)
Telephone	(1,806)	(2,384)
Tournament directors	(115,346)	(55,513)
Tournament expenses	(6,411)	(11,490)

Sydney Bridge Club Limited
Unaudited Statement of Profit or Loss
For the Financial Year Ended 30 September 2025

	2025	2024
	\$	\$
Expenses (continued)		
Wages	(155,243)	(74,258)
Write-down of plant and equipment	-	(1,236)
Other expenses	(30,409)	(8,281)
Total expenses	(607,056)	(396,790)
Share of net profit from joint venture - Strathfield Bridge Club	-	25,746
Net deficit before income tax	(121,816)	(28,561)
Income tax expense	-	-
Deficit after income tax from continuing operations	(121,816)	(28,561)
Deficit from discontinued operations	-	(56,927)
Completion payment and other settlement	-	(303,430)
Net deficit for the year	(121,816)	(388,918)

Chair's Report 2025

2024-2025 was the first full year of operation of Sydney Bridge Club as an independent bridge club following the separation from Bridge NSW.

Focus on Growth

I indicated in my report last year, that we are acutely aware that club operations needed to grow profitably in order to cover the full cost of ownership of Level 1, 162 Goulburn St. Whilst a number of initiatives were undertaken with a view to enabling the club to grow, these have had mixed success. The Treasurer's report outlines a number of our cost cutting measures, but fresh approaches are required to return the club to surplus. We have learnt a lot this year and are working hard on changing our fortunes in 2026.

One of our major challenges has been labour costs associated with catering. A big thankyou to Louise Harkness who has taken on the challenge of re-shaping the catering function into the far more cost effective arrangements we now have in place. I refer you to Louise's report below.

The actions taken to increase our club room capacity have supported, amongst other things, the growth in our Wednesday morning duplicate session. It has also enabled us to have larger fields on congress days. Our player numbers, however, are showing players moving between sessions, rather than an upward trend overall. More needs to be done to recruit more players, and retain a greater number of the people that come through our door as beginners.

Our Premier Events offered on a Wednesday evening stalled during the winter months, and new approaches are required to demonstrate the club's commitment to these players.

The new session at Henley that was re-introduced in June 2024, in collaboration with Hunters Hill Bridge Club has failed to deliver the growth that we had hoped and continues to operate on a marginal basis. The new Friday session is still in its infancy but is attracting a cohort of regulars that often socialize after the session which is lovely to see.

Our move from Canada Bay Club to the Polish Club at Ashfield is also in its infancy with significant variance in attendance numbers. We have recently concluded a Beginners Course at Ashfield that has bolstered our numbers in the Supervised session. Our challenge moving forward is to retain these players long term and migrate them to the open session. We remain confident that we will rebuild our numbers that precipitated our move from Canada Bay Club in the first instance.

Separation from Bridge NSW has enabled the club to hold Congresses. Several have been successfully convened across this year, however the labour costs on Sundays and public holidays has limited the profitability of some of these events.

Our current Board has knowledge and skills gaps in the areas of Marketing, Communications, Social Media and Competitive Bridge Experience. These skills predominantly support the Growth portfolio which currently does not have a dedicated resource. This remains an issue for the Club and again I appeal to anyone with these skills to consider putting yourself forward to join the Board.

Volunteering at SBC

One of the great success stories of 2026 is a result of Orsolina Aroney joining the Board. Orsolina has virtually single handedly mobilized volunteering within the club such that we had a list of over 80 people to thank at our recent Christmas Party. I refer you to Orsolina's report below.

Orsolina, myself personally and the Board are deeply appreciative of everyone who has helped out in some way at the club. Apart from saving us outgoings, your efforts have enhanced the sense of community and belonging that exists within our club walls. You have made a wonderful difference.

The Year Ahead

We have a very exciting year in the making for 2026.

We have entered into an arrangement with WEA who will advertise our Beginners Courses. This will bring lots of new faces to the club and our aim is to keep them coming after they graduate.

We held a Player Development Workshop in November, the outcome of which is a project – The SBC Way. This project aims to take our education offerings from great to world class, supported by player services to eliminate barriers to participation in bridge. This will see new courses being rolled out to take people from being Beginners' graduates through to being solid open players. Whether you are a competitive or social player, we will have something to make your bridge journey even more enjoyable and rewarding.

We are aware that finding a partner is often a barrier to participation in bridge. We are working on expanding the ways we help our members find partners beyond Pianola, Wing and the directors. These new approaches will attempt to support both short term partners for when people are away and those looking for a regular partner for the long term. Stay tuned.

Notwithstanding the skill gap on the Board in marketing and social media, we have been experimenting with promoting our sessions and lessons via Facebook and are looking at other options. We are at the beginning of our learning journey with some promising initial results.

We are also optimistic that our members will respond to our fundraising for new kitchen appliances and to kick off a broader refresh of our club rooms. All going to plan, we will have a

new fridge and freezer in the kitchen in Q1 2026. This will support our on-going efforts to deliver food-safe, cost effective, delicious and nutritious catering for our workshops and events.

In closing, I want to thank the Board for their support throughout what has been a financially difficult year. Thanks to Karen Irvine (Treasurer), Jeff Newton (Head of Operations), Michael Jackson (Governance), Louise Harkness (Engagement) and Orsolina Aroney (Volunteering) for their leadership of their respective portfolios....and thanks to you, our players for supporting the club.

We look forward to sharing your bridge journey the SBC Way in 2026.

Warm Regards

Mary Anne Loveridge

Chair

Treasurer's Report 2025

The loss for the year ending 30 September 2025 is \$121,816 (2024: loss \$388,918). As the 2024 loss includes the loss resulting from the separation from Bridge NSW, a more meaningful comparison is to compare the 2025 loss of \$121,816 to the loss from continuing (club) operations in 2024 of \$28,561.

2025 was the first full year of operating as a stand-alone bridge club and was a year of change. Although we were able to increase revenue by \$143k compared to 2024, significant increases in both wage rates and hours worked for directors and catering staff together with changes to the catering model were causing unsustainable losses in the early part of the year. The loss of the joint session with Strathfield at the Canada Bay Club on Mondays also impacted the profitability by more than \$1k per month.

To address these issues the board implemented the following initiatives:

- Increase in table fees implemented in June 2025
- Introduced a new Friday afternoon session in May 2025
- Changed the format of Sunday Fundays to reduce the catering staff required
- Streamlined and standardised the catering processes
- Negotiated a reduction in electricity costs with a saving of \$4k p.a.
- Increased use of volunteers – doing an excellent job in many different areas.

The net effect of these changes is that the losses reduced from an average of around \$13k per month for the first 8 months of the year to an average loss of \$2k per month in the last 4 months of the year. Work is ongoing to continue cost reductions, increase revenue and return the club to a surplus.

Cash held at 30 September 2025 was \$189k (2024:\$358k). The decrease was a result of the \$50k payment to Bridge NSW in January 2025 pursuant to the separation agreement and the remainder was due to trading losses.

Apart from the reduction in cash, the balance sheet has been quite stable with minimal changes over the year. There is one remaining payment of \$50k due to be paid to Bridge NSW in January 2026 under the terms of the Deed of Agreement for the separation.

On the 1st October 2024 the club moved to a new accounting system, Xero, which is cloud-based and gave us the opportunity to update some of the club processes. It also enables the club to track profitability by session.

Karen Irvine

SBC Treasurer 2025

Club Operations Report 2025

2025 has been a busy year for SBC, with more duplicate sessions, club congresses and other activities for our members than the previous year.

Duplicate Sessions

Opportunities to play Duplicate Bridge have increased at our three venues: our main City club room in Surry Hills and two other locations in the Inner West. These sessions cater to a wide range of player styles, from competitive to more relaxed paced play. This year we introduced a new Friday afternoon session in the City clubroom, complementing the increased frequency of our Sunday sessions, which are now held every Sunday that the room is available. Together with sessions at Polish Club Ashfield on Thursdays and Henley Community Club on Saturday afternoons (run jointly with Hunters Hill Bridge Club), our members can now enjoy Bridge every day of the week at SBC.

Sydney Bridge Club's reputation is enhanced by the experienced and respected professional Tournament Directors that we employ. Ensuring that we are always able to run our sessions and cover absences also requires a pool of stand-in directors. We have been working to grow this pool, bringing new talent to our team. Expect to see more new faces in 2026.

Club Congresses and Special Events

We held seven club congresses in 2025, (compared to six in 2024), catering to players at a range of skill levels. They were very popular, with overall attendance 45% higher (173 total tables) compared to the previous year (119 tables). The SBC Festive Individual Congress introduced a unique new playing format, allowing players to be paired with multiple partners throughout the day. The feedback on this event was very positive, and we plan to run this event again in 2026. We plan to increase the frequency of club congresses again in 2026, so there will be even more opportunities for our players to compete in these fun and competitive events in the coming year.

Volunteers

Club Operations has benefitted from a number of talented volunteers in the club. Thankyou to Mick McCauliffe who has run our 2025 Club Championship including the Player of the Month. Thanks also to Michael Hogan who administered our masterpoints throughout 2024-2025. Thanks to Andy Sunter for his work in the library, and to Tsachi Pilosof and Chris McCowage for their work supporting our Technology and Systems. There is more about Tsachi and Chris's contribution later in my report.

Player Education

At SBC we are committed to supporting the Bridge community, and to growing our membership. To support this aim we ran nine sets of Beginners Lessons in 2025, mainly in our City clubroom, and for the first time at the Polish Club in Ashfield. Led by Wing Roberts and new instructor Craig Taberner, these classes received positive feedback from attendees. Our Beginners Classes are our biggest source of new members for the club.

In 2025 we signed an agreement with WEA to promote our Beginners classes to their students in 2026, and from February our classes will receive our first new students via this new channel. WEA is a not-for-profit adult education institution in Sydney with more than 100 years of history serving the community. They are very much aligned with our values, and we hope this partnership will continue to grow and be mutually beneficial in the coming years. As part of this agreement SBC earns a share of each student fee paid to WEA for these classes.

In 2025, we hosted 12 workshops presented by Will Jenner-O'Shea, mostly on Saturdays, which are proving to be slightly more popular (about 10% more attendees) compared to workshops run on Fridays. While we'll continue to run some Friday workshops occasionally in future, Saturday will be the main day for these educational events in 2026.

In 2025 SBC became an affiliate of the NSBC Education Hub. SBC members can now access short online courses from the SBC website. Each course entry earns SBC a small commission.

Big plans are in progress for our Education program in 2026, with new lessons designed to support students who have finished Beginners, and who are not yet ready to join Open as well as offerings for our open players seeking to improve

Member Services

A new Member Services role was created in 2025 which has been taken on by Fiona Lavery. This role includes managing our membership database and renewals process, as well as issuing name badges. Rollout of a new name badge design for new Sydney Bridge Club members started this year, and badges for current members will gradually be replaced in 2026. The creation of this new role will help free up some of Wing Roberts capacity, enabling her to increase her focus on our growing Education program in 2026.

Dealing

A core capability of any Bridge Club is managing our dealing process and card stock. In 2025 Ian Lisle took over management of our dealing function, for club needs and for external parties to whom we provide a dealing service. Ian ensures our equipment is regularly serviced and card stocks are maintained and replenished. In 2026 SBC will be purchasing new card stock featuring our new logo.

Improved Amenity in our Club Rooms

A new arrangement has been struck with Rush Espresso Bar, a café in our Goulburn St building, to sell coffees and food directly to our players in our City clubroom during weekday morning duplicate sessions. The benefit to the club of this arrangement is it reduces our costs and provides a service that has become popular with our players.

Having outgrown the venue at Canada Bay Club, our Thursday morning duplicate session was moved to Polish Club Ashfield. This venue offers many features such as improved access to public transport, free onsite parking, as well as a nice restaurant, and most importantly, gives us the opportunity to grow in the future.

Community Engagement and Fundraising

In addition to Club Congresses, we ran a number of competitive bridge events during regular duplicate sessions, such as State Mixed Pairs Qualifier, GNOT Club Qualifier, Australia Wide Novice Pairs, Australia Wide Restricted Pairs, Australia Wide Open Pairs and Under 100 Master Points events. These enabled our players to compete with players from around the state and across Australia.

We also ran a number of fund-raising events. Our Australia's Greatest Morning Tea raised \$1000 for the NSW Cancer Council, and our Stroke Awareness Day, raised \$1700 for the Stroke Recovery Foundation. These events relied heavily on volunteers and were well received, reinforcing our role as a community-focused organization.

Technology and Systems

Since our resources are extremely limited, with our tech support and development capacity entirely volunteer-based, our primary focus in 2025 has been on improving operational resilience and reducing costs, while laying the foundation for future growth projects. We thank Tsachi Pilosof, Chris McCowage, John Scudder, and others for their ongoing contribution.

We replaced failing computers networks switches and rationalised telecommunications services to cut expenses while improving service quality. We received a donation of a second hand printer from Pymont Cares Inc, which has been installed and will further reduce our printing costs for some items.

In 2025 we applied to join in Microsoft's Not-For-Profit program and were accepted. This has provided us with access to professional Office software like Microsoft Exchange and other applications. We implemented new email addresses to reflect our name change last year. We also joined Connecting Up, an organisation that provides discounted computer hardware and other benefits. We have already benefited from this program, receiving a discount on our most

recent computer purchase. A number of projects planned for 2026 will also benefit from these offers.

We started moving files to cloud storage to improve our operations and also worked on making our website more reliable and faster. In 2026 we plan to start work on developing a new website, which will be fresher and easier for members to use.

We also boosted our social media presence by creating new Facebook and Instagram pages, which helped us promote events and increase awareness of our Beginners Classes. The existing Sydney Bridge Centre Facebook Group remains a key space for member engagement and community building.

One ongoing challenge is managing AJPP, our member pre-pay account system. While it's popular and provides an important benefit to members, running it is labour-intensive. In 2026, we plan to explore alternative solutions to make operations smoother while keeping the benefits and ensuring seamless session management.

We are always looking for more people to help us with a backlog of new projects. If you would like to help, (even if your skills are a bit out of date) we'd love to hear from you. Please email operations@sydneybridgeclub.org.au.

Jeff Newton

SBC Operations & Member Services, Technology & Systems

Club Engagement Report 2025

Positive engagement of our members and players is a key focus for our club with a number of strategies implemented during the year to promote and facilitate this engagement.

As flagged in the 2024 report, a volunteer program has been established to channel the many talents and energies of our large and diverse membership base. Detailed reporting on the now successfully established SBC volunteer program is provided elsewhere in this annual report.

Continued emphasis was placed on more regular and newsy announcements, emails and newsletters to keep all members engaged in events and developments in our club and to celebrate key milestone both club and individual.

Considerable focus was devoted to the club catering function during the year.

The club recruited a dedicated supervisor to undertake the catering tasks previously undertaken by Wing Roberts, the Bridge Manager. While this enabled a greater focus on education and other activities across the club, it became apparent that the club's catering model including having a dedicated catering supervisor was not financially sustainable.

In August, the club catering supervisor resigned unexpectedly, enabling an immediate rethink of how key catering tasks could be undertaken. Louise Harkness, Director Engagement, took over the catering function in an effort to immediately reduce costs as well as to undertake some analysis of the real cost of club catering.

This analysis found that multiple factors contributed to the increased catering costs including 'seeing' the full impact of the previously 'hidden' costs of the catering function, the lack of appropriate facilities for cost effective in-house food preparation, the lack of systems and processes to enable easy and effective ordering of catering supplies, increases in costs of supplies and wages, and the increasing expectations of some members regarding catering for some events.

The catering model being 'trialed' since the analysis involves: keeping kitchen labour costs low; keeping in-house food preparations to a minimum; buying in bulk where possible; keeping our food offerings as simple as possible; using volunteers to assist where appropriate, and better managing expectations of event attendees. This model is providing a more sustainable way forward for club catering albeit a number of aspects are still being considered, rethought and implemented.

The Board is most appreciative of our two key kitchen staff, Anne Power and Lulu Loyzaga, both of whom are very capable and work hard for our club and its members. They are ably supported in their endeavours by a group of generous volunteers who assist to lighten the work associated with preparing for, and cleaning up after, club events. We also have many volunteers who create

delicious treats for our tournaments, workshops and sessions. These volunteers make our club catering budget go a lot further than it otherwise would. Many, many thanks.

Louise Harkness

Director - Club Engagement

Volunteering Report 2025

During 2025 the number of Volunteers has grown from a hand full to over 87 people who have so generously donated their time and energy to the running of the club. They have done this in numerous ways: from keeping a tally of our master points; by naming the player of the month; to helping clean the club by washing walls and tablecloths and tidying up after each session. It is through volunteer activities that recycling was able to be introduced! They provided over 800 hours of free labour during the year. Not only was this a financial saving for the club but it also provided valuable support to our people – Wing, our teachers and our directors. I believe it has helped foster a sense of belonging and community which has made the club stronger by its members working together and sharing the responsibility in the everyday running of the club.

Another important part of the volunteers' program has been the mentoring sessions and the Wednesday QnA sessions after play. Over 45 people have played with a mentor. The feedback from these sessions was that it provided a valuable opportunity for the less experienced players to play with someone of a higher standard. These initiatives have had many benefits. I believe it has shown our members that we are genuinely interested in them, and value both our strong players as mentors and QnA facilitators, and our eager learners as mentees and QnA participants. Our players have been guided in ways to improve their bridge skills, and we are working together to raise the standard of play of the club.

It's been a privilege and an honour to coordinate the program throughout the year and to continually witness acts of kindness and generosity from our many volunteers. I'd like to thank everyone who has helped throughout the past year and of course encourage more people to volunteer in the coming year.

Orsolina Aroney

Volunteering

Governance Report 2025

During 2024-2025 work continued on some of the foundational documents that underpin the club and its operations.

The club's Code of Conduct was updated to specifically provide that we have a zero tolerance for any form of aggressive behaviour. At the same time, we established the 'Recorder' role. The register I maintain as Recorder captures 'non-routine' issues, such as:

- issues reported under the Code of Conduct
- any complaint which requires resolution
- behaviour seen as not being in the best interests of the Club.

The governance function was involved in several disputes over the year. The club has a well-deserved reputation for providing a welcoming and friendly environment. To maintain this reputation, we need to react quickly and effectively to the rare instances of poor behaviour that occur.

Some of the Governance tasks completed during the year resulted in disappointment. We have investigated several areas which might have assisted the club's financial position. The Australian Sports Foundation (ASF) provides a platform that permits sports clubs to receive tax-deductible donations. The International Olympic Committee (IOC) recognises bridge as a sport, a mind sport, so we argued that we should have access to the ASF's fundraising platform. However Australian government policy requires a sport to involve physical exertion. It was for this reason that the Australian Sports Foundation declined to allow the club to use its platform.

The possibility of converting the club into a charity was also investigated. Charities can access taxation benefits, can receive tax-deductible gifts, receive better rebates from suppliers and can access to a wider range of grants etc. Regrettably, the conclusion reached was that the club does not qualify to be a charity. As a not-for-profit we do receive some benefits, just fewer than a charity.

Several agreements have been drafted, reviewed and concluded to assist with the club's operations. For instance, the agreement with Hunters Hill Bridge Club and an MOU with the Workers' Educational Association (WEA) under which WEA will promote the club's beginners' lessons. An agreement has also recently been signed with Mahjong East covering the occasional rental of the club for Mahjong sessions.

During the year I provided fellow Board members with a draft of a possible new Constitution. The existing Constitution is not causing any significant issues, but it is wordy and somewhat difficult to read. The draft was based on a modern, plain English, template. It was decided that

in 2025 we would not divert our limited resources away from the focus on growth initiatives, but we will come back to the Constitution at an appropriate time in the not-too-distant future.

At the time of writing, work on the establishment of a club WhatsApp group to extend the range of options to assist members to find partners was nearing completion.

On the horizon for 2026 is the formalisation of a privacy policy, updates for the website on how to make a bequest to the club in a will and implementation of a more detailed risk register.

Michael Jackson

Director - Governance and Risk