



New South Wales Bridge Association Ltd

ACN 000 438 648

ANNUAL REPORT

2023

New South Wales Bridge Association Ltd
Directors' Report
For the Financial Year Ended 30 September 2023

Your directors present their report on the company for the financial year ended 30 September 2023.

DIRECTORS

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

John Anthony Scudder	(resigned 22 November 2023)
Agnes Levine	
Richard Lock	
Samuel Warren Lazer	
Dagmar Neumann	
Glenda Parmenter	
Rob Ward	
Phillip Halloran	(appointed 14 December 2022)
Warren Robinson	(appointed 14 December 2022)
Gary Barwick	(appointed 14 December 2022)
Rakesh Kumar	(appointed 14 December 2022)
John McIlrath	(appointed 14 December 2022)
Susan McMahon	(appointed 14 December 2022)
Mary Anne Loveridge	(appointed 22 November 2023)
Catherine Chaffey	(until 14 December 2022)

PRINCIPAL ACTIVITIES

The principal activity of the New South Wales Bridge Association (NSWBA) during the period was to run, support and develop bridge in NSW by operating bridge tournaments, teaching bridge, supporting affiliated clubs and participating in interstate competition.

The company's short-term objectives are to:

- attract new players, teach bridge and assist with the teaching of bridge throughout the state
- conduct successful national, state and local tournaments in its premises
- run a successful local bridge club playing in multiple venues
- provide promotional support to affiliated clubs across NSW
- facilitate programmes to train and improve the competence of directors throughout the state
- select and support NSW representative teams for interstate competition
- work with the Australian Bridge Federation (ABF) to ensure a consistent and successful approach to bridge across Australia

The company's long-term objectives are to:

- continue the short-term objectives over a five-year time frame to ensure continuous improvement
- explore and implement strategies to assist successful growth of bridge locally and across the state in a changing environment
- provide a framework for bridge in NSW which ensures within the rules of the game a pleasant and ethical experience for players at all levels in all affiliated clubs

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

- offer a high-quality playing calendar of State and other events throughout the year.
- employ high quality teachers and play supervisors to attract and retain new players.
- institute a network of representatives from clubs across all areas of NSW to provide a means of two-directional communication and support between the NSWBA and affiliated clubs.

The company's key performance measures are:

- the number of members of the company.
- the number of affiliated bridge clubs within NSW.
- the total number of members of affiliated bridge clubs throughout NSW.
- the level of attendance at beginners' lessons and supervised sessions.
- a continuing stream of new players progressing from beginners lessons through supervised sessions and joining regular duplicate bridge sessions both with the NSWBA and at other affiliated clubs.
- continuing acknowledgement within the NSW bridge community that the Monday night championship events represent the highest standard of club bridge available within NSW.
- the performance of NSW bridge players in National tournaments.

REVIEW OF OPERATIONS

Operating result

The loss of the company for the financial year after providing for income tax amounted to \$88,161 (2022: \$33,379 loss).

CHANGES IN STATE OF AFFAIRS

There have been no significant changes in the state of affairs of the company during the financial year.

EVENTS SUBSEQUENT TO YEAR END

No adjusting or significant non-adjusting events have occurred between the reporting date and the date of authorisation.

INFORMATION ON DIRECTORS

John Scudder

John's current period as a Councillor began in 2009, he was elected Chairman in December 2018, a position he held until his resignation, as foreshadowed early in 2023, on 22 November 2023.

A retired manager of an industrial spare parts organisation, John served as a Councillor for two earlier periods and was instrumental in securing the Association's current premises in 1993. He was elected a life member of the Association in 1995.

John was a member of the ABF Management Committee for a period in the 1980s and 1990s, serving as ABF Secretary for much of that time. He was elected to the ABF's Committee of Honour in 1995. He was the assistant convenor of the 1985 Far East Championships held in Sydney and of the 1989 World Championships held in Perth. From 1996 to 2005 John was the convenor of the Summer Festival of Bridge held in Canberra.

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Agnes Levine

Agnes was elected a Councillor in December 2017 and appointed Secretary in January 2018. Agnes first joined the NSWBA in 1965 and played regularly at the Grosvenor Street premises and in a number of youth events at the time. She returned to bridge in 2017 after an absence of 46 years. She is on the Strata Committee of the strata plan for 162 Goulburn Street.

She holds Bachelor of Arts and Master of Arts degrees from Sydney University, majoring in Psychology. Following two decades in research and clinical practice she spent twenty years as a Director in Federal and State government agencies. On the NSW State Executive of the Australian Psychological Society, she spent five years as Chair representing some 12,000 members; her many years' services to the APS was acknowledged upon election as a Fellow. She continues to serve on a number of committees of not-for-profit organisations. A keen player at the Australian Golf Club, sailor and museum guide she travels extensively to spend time with her children and seven grandchildren.

Richard Lock

Richard was elected as an ordinary Councillor in December 2017 and was subsequently elected as the NSWBA Treasurer in December 2018.

Richard moved to Australia in 1999 and started playing bridge in Maitland before moving to Sydney in 2001. He won the NSWBA State Individual championship in 2003 and was a member of the winning team in the Restricted event at the Gold Coast 50th Anniversary Congress in 2011. Richard is a Chartered Accountant.

Warren Lazer

Warren was a Councillor for 14 years from the 1980s and rejoined for his current stint in 2007. He was President of the Federation of Affiliated Bridge Clubs (FABC) in 2007 and member of many ABF Committees before then. He currently chairs the NSWBA Council's Events Committee and is a member of the ABF Tournament Committee. He has organised many NSWBA events, including the Statewide Pairs and the Under 100 Masterpoints Pairs Championship. Warren retired from his high-level administrative career in the School of Chemistry at the University of Sydney in 2016.

Warren has had a distinguished bridge career. He is twice a winner of the National Open teams and has represented NSW in ANC teams on 17 occasions, winning the Open four times and the Seniors' thrice.

He has represented Australia multiple times in Open, Seniors' and Mixed events. Highlights include reaching the quarterfinals of both the Bermuda Bowl in 2007 and the D'Orsi Seniors Trophy in 2017 and being runner up in the 2018 Commonwealth Nations Bridge Championships.

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Dagmar Neumann

Dagmar was elected to Council on 8 December 2021. She plays Bridge at a competitive level, representing Australia internationally over a number of years, and even spend a short stint on Council when John Arkinstall was Chairman. She put her bridge career on hold between 2008 and 2021 due to a busy corporate career – she is a leader in international business technology with senior executive experience across digital transformation and operational excellence. She holds a Equiv B Science and is a GAICD.

A career change and governance studies during the Covid slow down, allowed Dagmar to return to the bridge table in 2021 and rediscover her love for the game. She decided to give back to the community and the game that had such an impact on her life and volunteer her time and commercial and strategic skills to the betterment of bridge. She currently leads the NSWBA transition project that aims to establish a financially secure and successful basis for the NSWBA functions of club and state.

Glenda Parmenter

Glenda was elected as Zonal Councillor for Northern Zone in 2021. She is a retired Nurse academic who learnt to play bridge as a prelude to retirement. She is a member of the Armidale Bridge Club, has been an active member of the committee of that club since 2011 and is its immediate past President. Glenda has been the Regional Representative for the North Inland Region since 2016 and Zonal Councillor for the Northern Region and Chair of the NSWBA State Committee since 2021. She is committed to the promotion and growth of bridge in NSW and to ensuring the formation of a thriving statewide bridge playing community built on a foundation of open and constructive communication and mutual support.

Rob Ward AM

Rob was elected to Council in 2017. He served for a number of years as Regional Representative for the Southern Highlands Region. Rob is the organiser for the NSW Veterans Pairs held in Bowral and in 2020 online. He became one of the NSWBA Council's two representatives on the Australian Bridge Federation in 2020 and is on the ABF Management Committee and ABF Treasurer. Rob has been instrumental in securing Orange as the first regional venue for the 2024 ANC.

Rob established his keen interest in Bridge on retiring from a 37-year career as a Chartered Accountant and partner in one of Australia's largest accounting firms.

Phillip Halloran

Phil was elected to Council for one term in December 2018 and again in December 2021. Introduced to bridge when a chess player at Sydney Grammar School he started playing duplicate bridge in 1974 at the Illawarra Master Builders Club and from 1978 at the NSWBA. As a Councillor he has been on the Council's Assets Committee since his earlier term on Council. He has been instrumental in growing the Tuesday night duplicate session. He graduated from Sydney University in Pharmacy in 1964 retiring as a pharmacist in 2010. Phil enjoys, in addition to bridge, playing golf at the NSW Golf Club.

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Warren Robinson

Warren was elected to Council in December 2022. Immediately prior to his Election as a Councillor, Warren had served as the Company's Honorary Solicitor for the previous 14 years. During this period of time, he attended each meeting of Council in the capacity of an "Observer". He has a Bachelor of Laws Degree (LL.B) from Sydney University conferred on him in 1964, after being admitted as a Solicitor in NSW in 1963. Additionally, he has sundry Financial Planning and Life Insurance formal qualifications. His business experience includes 14 years as a Director on the Board of a Sydney Public Hospital. He commenced playing Bridge at the Association in 2006 and has been an avid competitor since that date.

Gary Barwick

Gary was elected as a Zonal Councillor for Metropolitan Zone in 2022 and is a Computer Systems Engineer graduating in 1993 from The University of Technology Sydney. He learned to play bridge in 2005 at the Central Coast Bridge Club and played for a few years before working overtook his life again. Around 2015 he returned to playing bridge and at the time became a director and became heavily involved in the operations of Central Coast Bridge Club and development of the local bridge community. Late 2020 he was approached by North Shore Bridge Club to help develop the online RealBridge operations and has been there ever since. Recently he was approached by the NSWBA to be a Representative for Sydney Metro North and to become one of the five Zonal Councillors.

Rakesh Kumar

Rakesh was elected as the Zonal Councillor for Southern Zone in 2021, having previously served as an Ordinary Councillor for 15 months in 2016-17, filling a casual vacancy.

Rakesh learnt bridge as a medical student in India and has played enthusiastically ever since. For the past 11 years he has been a regular contributor to the NSWBA eCongress Newsletter and has recently also written three books about IMPs bridge. In 2017 Rakesh retired from UNSW, where he had been a keen teacher of Medicine and Science students, to live in Mittagong in the Southern Highlands. He has considerable prior experience on policy and management committees, including the UNSW Academic Board and the University Council.

Susan McMahon

Susan was elected as a Zonal Councillor for Western Zone in 2022. She learnt bridge in 1984 from John Newman at Social Bridge Australia and taught her husband Ken when they met the following year. A move to the country soon afterwards saw them join the Wagga Wagga Bridge Club whose members warmly welcomed the succession of McMahon babies accompanying their parents to bridge. Four of those babies are now avid players - Susan is working on the rest of them. Susan is an active member of her local committee and has found her legal training useful in helping the Wagga club modernise. Susan agreed to represent the Western Zone as Zonal Councillor in late 2022 hoping her experience with constitutional change might prove useful to Council.

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John McIlrath

John was elected as a Zonal Councillor for Hunter/Central Coast in 2022 following several stints on the Council of NSWBA. For the last 35 years he has been heavily involved in Bridge Administration, directing and teaching and has very successfully owned his own clubs. He was manager of North Shore Bridge Club for 10 years. He has now retired from National Directing – he was a National Level 1 Director. Now living in Nelson Bay and involved in Regional Club activities. In 2013 he was non-playing captain of the successful Australian Seniors Team at the 49th APBF Championships and non-playing captain of the successful NSW Seniors Team at the ANC two years in a row in 2017 & 2018, then 2021 & 2022. This year was honoured to be the NPC for the Australian Seniors team at the 49th World Bridge Teams Championships in Marrakesh, Morocco and the 53rd APBF Championships in Hong Kong.

Mary Anne Loveridge

Mary Anne was elected on 22 November 2023 to fill the casual vacancy created by the resignation of John Scudder. She was subsequently elected as Chairman of the NSWBA. At the time, John was mentoring Mary Anne as his successor.

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 has put her toe in the water at the Autumn and Spring Nationals.

Mary Anne is passionate about diversity and inclusion and building communities – helping people have a sense of true belonging. Mary Anne is currently working as an executive coach, having recently completed a Master of Science (Coaching Psychology) and is a GAICD. Mary Anne volunteered to assist on the Club Proxy Board as she saw it as an opportunity to use her skills to have a positive impact on a community that she loves.

Catherine Chaffey

Catherine was elected to Council in December 2020 having served as a Councillor 2018 -19. She did not seek re-election in 2019. Catherine plays as much bridge as working full-time permits. She is currently working as the CEO of a professional association in health management and has a background in executive roles in adult education and training. She has previous Director experience having been a member of the NSW Vocational Education and Training Accreditation Board for several years from 2004-2011. Catherine continues to provide considerable support to Council on strategic planning during the period of transition.

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For the Financial Year Ended 30 September 2023

DIRECTORS' MEETINGS

During the financial year, 10 meetings of directors were held.

Attendance by each director was as follows:

Director	Meetings held*	Meetings attended
John Scudder	10	10
Richard Lock	10	9
Agnes Levine	10	10
Warren Lazer	10	10
Dagmar Neumann	10	10
Glenda Parmenter	10	6
Rob Ward	10	8
Phil Halloran**	8	7
Warren Robinson**	8	8
Gary Barwick**	8	6
John McIlrath**	8	6
Susan McMahon**	8	4
Rakesh Kumar**	8	5
Catherine Chaffey	2	2

*Number of meetings held during director's term of office. This does not include the Annual General Meeting.

**Appointed 14 December 2022

COMPANY LIMITED BY GUARANTEE

The company is incorporated under the *Corporations Act 2001* and is an entity 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 entity. As at 30 September 2023 the number of members was 659 (2022: 625).

**New South Wales Bridge Association Ltd
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For the Financial Year Ended 30 September 2023**

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.



AGNES LEVINE
DIRECTOR



RICHARD LOCK
DIRECTOR

Dated: 13 January 2024



SDJ Audit Pty Ltd t/a SDJA
ABN: 11 624 245 334
P: PO Box 324
West Pennant Hills NSW 2125
M: 0428 074 081
E: info@sdja.com.au
W: www.sdja.com.au

New South Wales Bridge Association Ltd
Auditor's Independence Declaration to the Directors of New South Wales Bridge Association Ltd
For the Financial Year Ended 30 September 2023

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 "Simon Joyce".

Simon Joyce

Director

15 January 2024

Sydney, New South Wales

New South Wales Bridge Association Ltd
Statement of Profit or Loss and Other Comprehensive Income
For the Financial Year Ended 30 September 2023

	Notes	2023 \$	2022 \$
Revenue			
Revenue from contracts with customers	4	534,403	431,237
Other income	5	13,657	22,650
Total revenue		548,060	453,887
Expenses			
Changes in inventories		(3,362)	(2,191)
Administration and other operating costs		(247,862)	(173,757)
Advertising		(222)	(7,658)
Depreciation		(30,999)	(34,045)
Employee benefits		(130,375)	(96,528)
Lease payments for short-term low-value leases		-	(60)
Reversal of/(impairment loss) on trade receivables		605	(5,930)
Tournament, club and event expenses		(240,368)	(172,284)
Write-down of plant and equipment		-	(593)
Total expenses		(652,583)	(493,046)
Share of net profit from joint venture		16,362	5,780
Net loss before income tax		(88,161)	(33,379)
Income tax expense		-	-
Net loss for the year		(88,161)	(33,379)
Other comprehensive income		-	-
Total comprehensive loss		(88,161)	(33,379)

The accompanying notes form part of these financial statements.

New South Wales Bridge Association Ltd
Statement of Financial Position
As at 30 September 2023

	Notes	2023 \$	2022 \$
Assets			
Current			
Cash and cash equivalents	6	594,943	619,798
Trade and other receivables	7	106,915	109,291
Inventories	8	4,677	1,315
Other current assets	9	23,486	31,467
Current assets		730,021	761,871
Non-current			
Property, plant and equipment	10	322,045	349,772
Non-current assets		322,045	349,772
Total assets		1,052,066	1,111,643
Liabilities			
Current			
Trade and other payables	11	98,001	72,931
Provision for employee benefits	12	16,202	20,337
Other liabilities	13	93,663	88,524
Current liabilities		207,866	181,792
Non-current			
Provision for employee benefits	12	8,943	6,433
Non-current liabilities		8,943	6,433
Total liabilities		216,809	188,225
Net assets		835,257	923,418
Equity			
Reserves		103,588	103,588
Retained earnings		731,669	819,830
Total equity		835,257	923,418

The accompanying notes form part of these financial statements.

New South Wales Bridge Association Ltd
Statement of Changes in Equity
For the Financial Year Ended 30 September 2023

Notes	Capital Reserves \$	Building Fund Reserves \$	Retained Earnings \$	Total Equity \$
Balance at 1 October 2021	67,598	35,990	853,209	956,797
Loss for the year	-	-	(33,379)	(33,379)
Other comprehensive income	-	-	-	-
Total comprehensive loss	-	-	(33,379)	(33,379)
Balance at 30 September 2022	67,598	35,990	819,830	923,418
Balance at 1 October 2022	67,598	35,990	819,830	923,418
Loss for the year	-	-	(88,161)	(88,161)
Other comprehensive income	-	-	-	-
Total comprehensive loss	-	-	(88,161)	(88,161)
Balance at 30 September 2023	67,598	35,990	731,669	835,257

The accompanying notes form part of these financial statements.

New South Wales Bridge Association Ltd
Statement of Cash Flows
For the Financial Year Ended 30 September 2023

	Notes	2023 \$	2022 \$
Cash flows from operating activities			
Receipts from members, customers and others		618,244	469,821
Receipts from government stimulus		-	14,304
Payments to suppliers and employees		(649,591)	(462,960)
Interest received		9,764	1,195
Net cash (used in)/provided by operating activities		(21,583)	22,360
Cash flows from investing activities			
Payments for property, plant and equipment		(3,272)	(1,086)
Net cash used in investing activities		(3,272)	(1,086)
Cash flows from financing activities			
Net cash provided by financing activities		-	-
Net change in cash and cash equivalents		(24,855)	21,274
Cash and cash equivalents at beginning of financial year		619,798	598,524
Cash and cash equivalents at end of financial year	6	594,943	619,798

The accompanying notes form part of these financial statements.

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

1. General information

The financial report covers New South Wales Bridge Association Ltd as an individual entity. New South Wales Bridge Association Ltd is a company limited by guarantee, incorporated and domiciled in Australia.

The principal activity of the entity is to run, support and develop bridge in NSW by operating bridge tournaments, teaching bridge, supporting affiliated clubs and participating in interstate competition.

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 15 January 2024.

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 July 2022. The adoption of these revised accounting standards has not had a material impact on the entity's financial statements.

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

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

3. Summary of accounting policies

Financial reporting framework

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

Statement of compliance

The general purpose financial statements of the entity 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, except for the cash flow information, have been prepared on an accruals basis and are based on historical costs unless otherwise stated in the notes.

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

The significant accounting policies that have been used in the preparation of these financial statements are 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 entity expects to receive in exchange for those goods or services.

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

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

Other revenue

For any revenue streams that are not defined as contracts with customers, revenue is recognised when the entity gains control, economic benefits are probable and the amount of the revenue can be measured reliably.

All revenue is stated net of the amount of goods and services tax (GST).

Operating expenses

Operating expenses are recognised in profit or loss upon utilisation of the service or at the date of their origin.

Income taxes

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

Cash and cash equivalents

Cash and cash equivalents comprise cash on hand, demand deposits and short-term investments which are readily convertible to known amounts of cash and which are subject to an insignificant risk of change in value.

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

Property, plant and equipment is stated at historical cost less accumulated depreciation and impairment. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation

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

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

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

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

At the end of each annual reporting period, the depreciation method, useful life and residual value of each asset is reviewed. Any revisions are accounted for prospectively as a change in estimate.

Impairment of non-financial assets

At the end of each reporting period the company determines whether there is evidence of an impairment indicator for non-financial assets.

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.

Goods and services tax (GST)

Revenue, expenses and assets are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO).

Receivables and payable are stated inclusive of GST.

The net amount of GST recoverable from, or payable to, the ATO is included as part of receivables or payables in the statement of financial position.

Cash flows in the statement of cash flows are included on a gross basis and the GST component of cash flows arising from investing and financing activities which is recoverable from, or payable to, the taxation authority is classified as operating cash flows.

Provision for employee benefits

Provision is made for the company's liability for employee benefits arising from services rendered by employees to the end of the reporting period. Employee benefits that are expected to be wholly settled within one year have been measured at the amounts expected to be paid when the liability is settled.

Employee benefits expected to be settled more than one year after the end of the reporting period have been measured at the present value of the estimated future cash outflows to be made for those benefits. In determining the liability, consideration is given to employee wage increases and the probability that the employee may satisfy vesting requirements. Cashflows are discounted using market yields on high quality corporate bond rates incorporating bonds rated AAA or AA by credit agencies, with terms to maturity that match the expected timing of cashflows. Changes in the measurement of the liability are recognised in profit or loss.

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

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 entity transfers the related goods or services. Contract liabilities include deferred income. Contract liabilities are recognised as revenue when the entity performs under the contract (i.e. transfers control of the related goods or services to the customer).

The services are usually provided within twelve (12) months of receipt of the payment. Where the amount received is in respect of services to be provided over a period that exceeds twelve (12) months after the reporting date, the liability is discounted and presented as non-current.

Comparative figures

Where required by Accounting Standards, comparative figures have been adjusted to conform to changes in presentation for the current financial year. With the exception of minor reclassifications between certain financial statement line items, comparatives are consistent with prior years, unless otherwise stated.

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 software and IT equipment.

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.

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

	2023	2022
	\$	\$
4. Revenue from contracts with customers		
Tournament, club and event income	482,532	382,806
Member subscriptions	39,666	38,209
Licence fees	12,205	10,222
	534,403	431,237

How the entity recognises revenue

Tournament, club and event income

Revenue relating to tournament, club and events is recognised over the period in which the service is provided.

Membership and licence fees

Revenue relating to membership and licence fees is recognised over the period to which the agreement relates.

5. Other income

JobSaver	-	8,304
Small Business Grant	-	6,000
Interest income	9,764	1,195
Other revenue	3,893	7,151
	13,657	22,650

6. Cash and cash equivalents

Cash on hand	1,215	1,295
Cash at bank	177,766	309,287
Short-term deposits	415,962	309,216
	594,943	619,798

7. Trade and other receivables

Current

Trade receivables	92,685	89,058
Allowance for expected losses	-	(6,660)
Accrued income	13,930	26,593
Deposits	300	300
	106,915	109,291

8. Inventories

Current

Inventory on hand	4,677	1,315
	4,677	1,315

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

	2023	2022
	\$	\$
9. Other assets		
Current		
Prepayments	23,486	31,467
	23,486	31,467
10. Property, plant and equipment		
Buildings at cost	911,332	911,332
Buildings accumulated depreciation	(648,945)	(626,161)
	262,387	285,171
Building improvements at cost	42,556	42,556
Building improvements accumulated depreciation	(10,510)	(8,644)
	32,046	33,912
Furniture and fittings at cost	159,662	158,872
Furniture and fittings accumulated depreciation	(137,474)	(133,256)
	22,188	25,616
Office equipment at cost	63,072	60,590
Office equipment accumulated depreciation	(57,648)	(55,517)
	5,424	5,073
Total property, plant and equipment	322,045	349,772

	Buildings	Buildings	Furniture &
	\$	Improvements	Fittings
	\$	\$	\$
Balance at 1 October 2022	285,171	33,912	25,616
Additions	-	-	790
Disposals	-	-	-
Depreciation	(22,784)	(1,866)	(4,218)
Net carrying amount 30 September 2023	262,387	32,046	22,188

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

10. Property, plant and equipment (continued)

	Office Equipment	Total
	\$	\$
Balance at 1 October 2022	5,073	349,772
Additions	2,482	3,272
Disposals	-	-
Depreciation	(2,131)	(30,999)
Net carrying amount 30 September 2023	<u>5,424</u>	<u>322,045</u>

	2023	2022
	\$	\$
11. Trade and other payables		
Current		
Trade payables	17,002	7,993
Accrued expenses	70,161	53,689
Net GST payable	10,838	11,249
	<u>98,001</u>	<u>72,931</u>

12. Provision for employee benefits		
Current		
Provision for annual leave	11,949	8,547
Provision for long service leave	4,253	11,790
	<u>16,202</u>	<u>20,337</u>

Non-current		
Provision for long service leave	8,943	6,433
	<u>8,943</u>	<u>6,433</u>

13. Other liabilities		
Current		
Contract liabilities - income in advance	93,663	88,524
	<u>93,663</u>	<u>88,524</u>

14. Related parties

The entity's related parties include its key management personnel and related entities. Unless otherwise stated, none of the transactions incorporate special terms and conditions and no guarantees were given or received. Outstanding balances are usually settled in cash.

New South Wales Bridge Association Ltd
Notes to the Financial Statements
For the Financial Year Ended 30 September 2023

	2023	2022
	\$	\$
14. Related parties (continued)		
<u>Key management personnel compensation</u>		
Total key management personnel compensation	-	-
15. Remuneration of auditor		
<u>SDJA</u>		
Audit of financial report	5,450	5,200
Assistance with financial report preparation	2,600	2,500
	8,050	7,700

16. Commitments

The entity had no material unrecognised contractual commitments as at 30 September 2023.

17. Contingent liabilities

There are no contingent liabilities that have been incurred by the entity as at reporting date.

18. Subsequent events

No adjusting or significant non-adjusting events have occurred between the reporting date and the date of authorisation.

New South Wales Bridge Association Ltd
Directors' Declaration
For the Financial Year Ended 30 September 2023

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 2023 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.

Signed in accordance with a resolution of the directors:



Agnes Levine
Director
15 January 2024



Richard Lock
Treasurer
15 January 2024

New South Wales Bridge Association Ltd
Independent Auditor's Report to the Members of New South Wales Bridge Association Ltd
For the Financial Year Ended 30 September 2023

Opinion

We have audited the financial report of New South Wales Bridge Association Ltd (the company), which comprises the statement of financial position as at 30 September 2023, 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, notes to the financial statements, including a summary of significant accounting policies, and the directors' declaration.

In our opinion, the financial report of New South Wales Bridge Association Ltd 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 2023 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 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, unaudited statement of profit or loss, chairman's report, treasurer's report, state committee report, events committee report, assets committee report and operations committee 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.

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.

**New South Wales Bridge Association Ltd
Independent Auditor's Report to the Members of New South Wales Bridge Association Ltd
For the Financial Year Ended 30 September 2023**

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 responsible entities 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 registered 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



Simon Joyce

Director

15 January 2024

Sydney, New South Wales

New South Wales Bridge Association Ltd
Unaudited Statement of Profit or Loss
For the Financial Year Ended 30 September 2023

	2023	2022
	\$	\$
Revenue		
Table monies and entry fees	147,479	106,800
Affiliation fees	101,182	104,391
Tournament income	116,911	91,054
Spring national income	79,134	49,705
Member subscriptions	39,666	38,209
Lesson income	26,672	21,834
Masterpoint income	11,136	8,889
Licence fees	12,205	10,222
BB Dollars	18	133
JobSaver	-	8,304
Small Business Grant	-	6,000
Interest income	9,764	1,195
Share of net profit from joint venture - Strathfield Bridge Club	16,362	5,780
Other revenue	3,893	7,151
Total revenue	564,422	459,667
Expenses		
Advertising	(222)	(7,658)
Affiliation fees paid	(8,768)	(8,251)
Air conditioning expenses	(3,045)	(4,821)
Auditor's remuneration	(9,235)	(8,158)
Bad Debts Expense	605	(5,930)
Bank charges	(7,075)	(5,077)
Canteen expenses	(27,359)	(7,699)
Cleaning	(5,852)	(3,111)
Computer software license	(2,410)	(2,273)
Council & water rates	(4,823)	(4,435)
Depreciation	(30,999)	(34,045)
Electricity	(9,407)	(7,312)
Insurance	(10,338)	(12,837)
IT Support	(4,400)	(4,400)
Masterpoint expenses	(10,724)	(10,181)
Other expenses	(13,092)	(13,281)
Parking expenses	(618)	(676)
Postage & courier	(343)	(93)
Printing & stationery	(5,004)	(1,146)
Prizes, trophies & grants	(47,594)	(29,260)
Professional Fees - Other	(62,449)	(19,457)
Provision for holiday pay	(3,401)	(2,751)

New South Wales Bridge Association Ltd
Unaudited Statement of Profit or Loss
For the Financial Year Ended 30 September 2023

	2023	2022
	\$	\$
Expenses (continued)		
Provision for long service leave	(3,531)	8,633
Rent expenses	-	(60)
Repairs & maintenance	(2,527)	(894)
Spring national expense	(66,426)	(32,369)
Strata levies	(59,514)	(58,714)
Superannuation contributions	(27,537)	(14,342)
Teaching expenses	(500)	-
Telephone	(2,383)	(2,587)
Tournament directors	(61,492)	(60,934)
Tournament expenses	(42,407)	(33,158)
Travel Expenses (State)	(8,268)	(5,604)
Wages	(111,445)	(99,572)
Write-down of plant and equipment	-	(593)
Total expenses	(652,583)	(493,046)
Net loss before income tax	(88,161)	(33,379)
Income tax expense	-	-
Net loss for the year	(88,161)	(33,379)

CHAIRMAN'S REPORT 2022-23

I refer you to the reports of the four committees, Assets, Events, State and Operations plus the Treasurer's report elsewhere in this Annual Report for the detail of the company's functions.

2022-23 marks a turning point in the history of our company which had its sixtieth birthday on the 18 October 2023. In the forthcoming year the company will be repurposed as an affiliated bridge club organising bridge sessions for the members. Somewhat schizophrenically, it has been an affiliated club for many years paying its affiliation fees whilst being the body charged with administering all state functions.

The Treasurer will report a loss of \$88K. This has to be seen in the light of certain events. This year the Australian National Championships were held in Perth. Due to the distance, this is always a drain on the company's resources and some \$33K was spent, \$13K more than in 2022. The separation process required some \$62K on professional support but the outcome will have been worth it.

Next year the Australian National Championships will be held in Orange. This was planned to be in 2021 but COVID arrived. Rob Ward has been working on this project since 2018 and I thank him for his tenacity. The Orange Bridge Club members have stood up and aided Rob in bringing this event to the bridge players of Australia. I urge all of you to plan to take some part in the competitions available in the July 2024. Rob will tell you, book early to ensure the best accommodation.

In January 2023 I had informed the Council that I would not be standing for re-election come the 2022-23 Financial Year Annual General Meeting (AGM). Council decided to delay the AGM until the 28 February 2024. I resigned as Chairman on 22 November 2023 to enable the team working on the future to have a say on the Council. I recommended that Mary Anne Loveridge be elected as my replacement, and she has hit the ground running! This does not mean that I will stop helping the company. I expect to provide data about the past to the new management as required.

During my Chairmanship, I introduced a structure based on autonomous committees to control the various functions of the club. These Committees were the first step in creating the separation process that the company is going through at the moment.

The desire for the Affiliated Clubs to have a vote in the decisions concerning state-wide or national items has been present for many years. Initially I asked Catherine Chaffey to mentor the Council in how to achieve this aim. She spent a number of years getting things started and I thank her for her considerable efforts.

The Council then appointed an external Consultant, Randall Pearce, to gather data on the feelings of members, affiliated clubs and bridge celebrities so that the Council had a better understanding of the mood of the entire bridge playing population in NSW. He convened a gathering of stakeholders in November last year which produced a number of recommendations. As a result of this, the Council agreed to proceed to splitting the functions of the NSWBA by spawning a new company charged with controlling the Events and the State functions. The existing company would continue to organise the club functions whilst retaining the property as a club room but moreover as a place for major state and national competitions to be held.

Subsequently Jake Andrew was appointed as the Transition Manager. He spent countless hours finding new talent to drive the separation process forward. He was successful in forming two new groups, known as Proxy Boards. In addition, a member, Victor Clarke undertook an extensive review of the business of the company which highlighted the need for revitalisation. This review showed that business as usual would just continue with years of losses for both proposed entities and so mapped ways in which this could be turned around. The two Proxy Boards took this data and worked on producing a roadmap for the separation. This will be brought to the February AGM as a formal proposal for the members to decide whether or not to proceed with the creation of a new

CHAIRMAN'S REPORT 2022-23

company, to be known as Bridge NSW, and an allocation of the functions and assets of the company to the old and new entities.

In conclusion, I would like to thank the many volunteers who served as Councillors during my term as Chairman. Their efforts kept the company going and brought us to this momentous stage.

I cannot leave without applauding our Manager, Wing Roberts, who has selflessly and tirelessly worked long hours to keep the business afloat. Her dedication has created growth, new ideas and a happy clientele. Well done, Wing.

Also, I must mention a former Chairman and Treasurer, Julian Foster, who has supplied his considerable accounting skills and knowledge of the workings of the NSWBA to keep the financial side of the business under control. His work in securing government subsidies during the COVID years kept the company and our employees afloat.

John Scudder

Chairman, 2019 to 2023

I thank John Scudder for successfully navigating the troubled waters of the COVID years, and having faith in me to take over from him to lead NSWBA through the completion of the transition project. I deeply appreciate his on-going mentoring of me in the role.

The need to separate the NSWBA's responsibility for the wider bridge community from its club operation (SBC) function has long been recognised. The separation of these two functions will lead to the creation of an independent, focused and transparent peak body (BNSW) dedicated to the growth and development of the wider bridge community and support of all clubs in NSW. It will also enable the SBC to focus on turning around its finances to again become a profitable and vibrant centre for bridge.

At the time of writing, we have implemented operational and financial separation, empowering the Proxy Boards to commence management of their respective functions with oversight by Council. The draft Explanatory Memorandum, including the proposed constitution changes, is currently before the NSWBA Council for review. We look forward to sharing this before the AGM, so that members have the information they need to vote on the motions at the AGM. A recruitment process is underway for a part-time Executive Officer to enable independent operation of BNSW.

I wanted to say a big thank you to the employees and numerous volunteers who worked tirelessly for the NSWBA in 2023. While the valuable contribution of a few people is obvious, there are many others behind the scenes delivering services to the bridge players of NSW including our NSWBA councillors, Proxy Board members, the Transition team and the skilled volunteers that have contributed to the transition project, particularly Victor Clarke. I also want to thank the myriad of others who support our community of affiliated Clubs, where the vast majority of the work on such things as managing clubs, recruiting new members, teaching beginners and organising local congresses is undertaken by an amazing team of energetic employees and volunteers.

Thank you too, to all our players for supporting bridge and making it the wonderful community of like-minded people that it is. This wonderful community makes my volunteering worthwhile.

I look forward to your support at the upcoming AGM and beyond.

Mary Anne Loveridge

Chairman, 2024

TREASURER'S REPORT 2023

Profit & loss

The disclosed loss for the year ending 30 September 2023 is **\$88,161** (2022: loss \$33,379).

The annual results have been affected by lower membership and table income as a result of the Covid-19 years together with the additional expenses incurred this year in exploring and progressing the proposed separation of the NSWBA into two entities.

Income from face-to-face bridge and membership

The number of members has slightly increased during the year from 625 to 659 members at the year end. However the after-effects of Covid-19 have continued to affect the Club's income from face-to-face sessions and events. Further commentary around this is included in the Chairman's and Operations Committee Reports.

Detailed analysis

The detailed analysis of income and expenditure for the year (with 2022 comparatives) is shown in the Unaudited Statement of Profit or Loss (located after the Auditor's Report).

Segmented financials

As in previous years we have maintained our accounts (for internal reporting purposes) under four headings to enable us to monitor the various types of external income and expenditure as follows:

- Head office – includes basic legal entity running costs and the Goulburn St premises
- Club – includes membership fees and internal Club events
- Bridge Events – includes major tournaments (eg Spring Nationals, Country Teams, GNOT, State championships)
- State Admin – includes ABF grants, affiliation fees, Masterpoints etc

We had previously attempted to allocate internal "rent" charges to each of the above based on a broad assessment of how much each of these utilised the Goulburn St. premises. These allocations were originally made to provide an indication of the relative financial performances of each area and enable comparison with previous years. However, over the last four years (which were materially affected by Covid-19) these rental allocations were not recalculated or adjusted and are no longer considered likely to reflect the current position. These have therefore not been shown in the current year. Notwithstanding the above, detailed consideration has subsequently been given to the allocation of costs to enable a realistic future allocation between the proposed separated entities. Further details will be provided to members in due course.

The segmented figures for the year ended 30 September 2023 and for the previous year (but without allocation of rental costs) for comparison are set out below:

TREASURER'S REPORT 2023

Segmented profit & loss

Year - 2023	Head office	State Admin	Bridge Events	Club	Other	Total	2022
Income	13,329	125,257	181,915	243,921	0	564,422	445,363
JobKeeper and grants	0	0	0	0	0	0	14,304
Total revenue	13,329	125,257	181,915	243,921	0	564,422	459,667
Expenses (direct and shared)	225,499	100,258	212,487	114,339	0	652,583	493,046
Total expenses	225,499	100,258	212,487	114,339	0	652,583	493,046
Contribution to head office costs	(212,170)	25,000	(30,572)	129,582	0	(88,161)	(33,379)

Year - 2022	Head office	State Admin	Bridge Events	Club	Other	Total	2021
Income	3,228	124,211	140,913	177,011	0	445,363	413,041
JobKeeper and grants	0	0	0	0	14,304	14,304	121,350
Total revenue	3,228	124,211	140,913	177,011	14,304	459,667	534,391
Expenses (direct and shared)	162,848	101,326	123,598	105,274	0	493,046	411,067
Total expenses	162,848	101,326	123,598	105,274	0	493,046	476,995
Contribution to head office costs	(159,620)	22,885	17,315	71,737	14,304	(33,379)	57,396

Strategic review costs

Costs incurred relating to the 2022 strategic review were **\$14,739** (2022 - \$19,457).

Separation proposal costs

Costs incurred on the subsequent proposed separation of the NSWBA State functions from the Club operations were **\$47,710** (2022 - \$nil).

Strategic review and separation proposal costs are disclosed under Professional Fees – Other and have all been allocated to Head Office expenses.

Balance sheet

The balance sheet remains healthy despite the lasting effects of Covid-19.

Cash at bank (including term deposits)

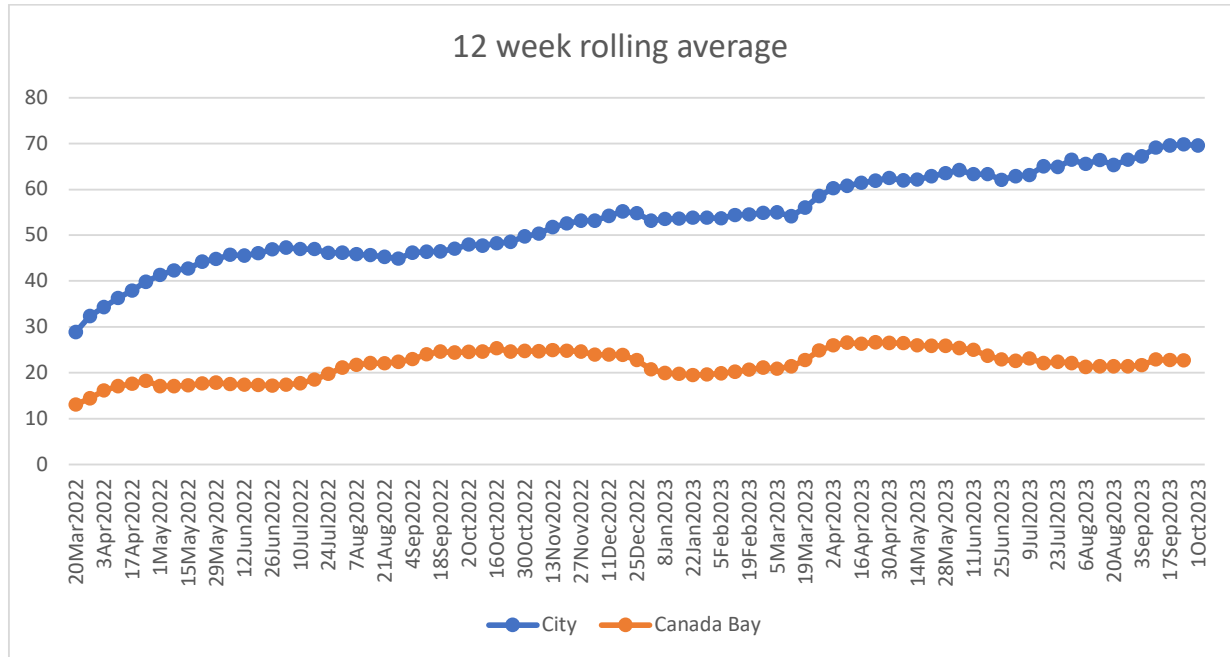
Cash held at 30 September 2023 was **\$595k** (2022: \$620k).

Richard Lock
NSWBA Treasurer 2023

OPERATIONS COMMITTEE REPORT 2023

2022-23 has seen a year of hard work from our staff as we strive to rebuild the participation of our members in the club. At the end of the financial year our membership had grown from 625 to 659.

During the year Victor Clarke undertook a comprehensive review of the viability of the club. He introduced a new measure of growth to even out the ups and downs from week to week. It is a 12 week rolling average. This is the graph of the growth over the past eighteen months. The data is to the end of our financial year.



However, the total number of tables playing in the financial year in the City is only half that playing pre-COVID, such is the effect of this insidious disease on society. We have also had some 300 members drift away during the COVID era.

Financially, the club function of the Company has done well in 2022/23, providing a little more free cash than budgeted thus helping the company to pay its bills, see the Treasurer’s report for the details. However, the financial review does paint trying times going forward should growth wain. It is your club, help us improve it by bringing your friends into the marvellous world of bridge.

Emma Barnes has delivered quarterly beginners’ courses, both daytime and nighttime. These have stimulated the newcomers, and our thanks go to Emma for her effort. The enthusiastic Wing Roberts provided an environment that provides a stepping stone to the graduates before they ventured into open company. This has improved our retention rate, something necessary for growth. As a result, the Wednesday morning session has grown to be 17 or so tables.

The joint venture with the Strathfield Bridge Club using the Canada Bay Club as a venue has not grown as much as the games in the City, plateauing in the low twenties of tables per week. However, our members are appreciative of this venue.

OPERATIONS COMMITTEE REPORT 2023

Will Jenner-O'Shea's popular workshops have attracted an average of 70 players over the year. This is a marvellous day out and we encourage members to bring along their friends to enjoy the day. I am sure that we all appreciate the pearls of wisdom being exposed by Will. I am sure we are all looking forward to the 2024 series of Workshops.

Martin Clear, Chris Hamam and Philip Halloran have been servicing the Tuesday night session. They have been successful in building the session up to 11 or so tables at the end of September. The Committee's thanks go to them for their considerable effort in providing a service to those of our members who prefer to play in the evening.

Our team of daytime Tournament Directors is Ronnie Ng, Ian Lisle, Marcia Scudder and Paul Roach plus Peter Bardos (who works for the Strathfield Club providing the JV session each Monday). They have worked tirelessly to provide enjoyment for our members.

The Sunday Funday has proven to be a popular event growing to 12 tables over the year. It is a great social event with members coming for the cucumber sandwiches and bread and butter pudding as much as for the bridge. With some more volunteer effort relieving Wing, we can look to making this a weekly event. Who amongst you is a keen baker with the time to provide the refreshments on an occasional Sunday?

Weekly Wisdom, a discussion of an interesting hand from our Saturday BBO session has been written for us by Julian Foster. Viewing a hand that a member may have played through the eyes of a successful State Representative gives members an interesting and instructive read. Back articles can be accessed from the club's website.

Looking forward with the spectre of COVID in the rear view mirror, the plans for the club are to provide more varied events, Congresses, club championships, teams events, events for differing skill levels. It may be possible to offer sessions at other times to the normal 10am, the Committee will need your input as to the viability of such an expansion.

Operations Committee 2023 - Wing Roberts, your Tournament Directors and John Scudder

NSWBA STATE COMMITTEE REPORT 2023

The separation of the state-based activities of the NSWBA from those of the Sydney Bridge Centre, with the aim of producing two independent and thriving entities, has been an important focus this year.

While recovery from the COVID pandemic continues, it has been slow. Of particular concern is decreased attendance at events and congresses and the number of regional congresses that have been cancelled. A further concern is the declining number of bridge club members in many regions and the closure of some clubs. The reasons for these problems are understood to be the increasing average age of club members and problems with recruiting and retaining members.

The State Committee has focussed its efforts on the following areas during the past year.

State Peak Body

The emphasis on the future emergence of a state peak body, to be called Bridge NSW, has meant that the usual work of the committee, including making some significant decisions, has been put on hold pending the outcome of the negotiations. Agreement about the governance structure, a two-tiered system with a small board of skilled Directors and a larger Council that will oversee the activities of the Board, has been reached as has representation on the Board and the Council.

A review and consolidation of the number and size of regions has occurred with the merger of Metro South and Metro East to form Metro South/East and Central West and Mountains to form Central West/Blue Mountains. Further rationalisation is proposed as a part of the formation of Bridge NSW. The Outer Metropolitan Zone has also been renamed Hunter/Central Coast.

Apart from setting up the new structure, two specific initiatives have been underway: a new website and a new logo.

Website

The development of the state website, which commenced last year, is now well advanced and the web developer has recently demonstrated a mock-up of the new site to the State Committee and members of the state proxy board. The new website will increase ease of access and navigation and be an effective platform for communication with and between clubs. It will also be a way of raising the profile of bridge in the general community and promoting bridge as an exciting mind sport.

Logo

A logo for the new peak body has also been developed and has met with general approval.

Budget

Following an in-depth review of our finances it has been recognised that the budget position for state-level activities is unsustainable. This has forced the decision to raise affiliation fees and event fees to ensure the future viability of the state body.

Communication with Affiliated Clubs

Poor communication channels between clubs and the NSWBA have long been recognised and this year there has been an important focus on improving interactions with clubs. A telephone discussion with a representative of every club in the state has taken place to better identify the most appropriate contact person(s) at each club. This contact person is expected to be responsive to communications, and be active in passing on information between club members and the NSWBA. The next step will be to update this information on the NSWBA website.

Support for Affiliated Clubs

It isn't uncommon for clubs to experience difficulties with running their operations and with managing members' problems. To support club managers and committees, a proposal to have face-to-face bridge club development workshops rotating through different parts of the state is being

NSWBA STATE COMMITTEE REPORT 2023

considered. These workshops will offer a range of supports and could be modified to meet the specific needs of the clubs attending.

Director Training

There has been a continuing emphasis on director training, with NSWBA funded workshops being provided to clubs in a number of regions. CompScore training is also provided as part of this process. To address the current shortage, there has also been a particular focus on training tournament level directors. This involves training and mentorship of emerging TDs who shadow an experienced TD at appropriate events.

Teaching

The importance of teaching bridge is well known and there has been a new focus on supporting teaching in clubs. A proposed new initiative is an annual bridge teachers' conference where teachers can gather to gain new skills and form supportive networks. A further proposed initiative is the better provision of online teaching resources easily accessible to all teachers. The implementation of these has been deferred until Bridge NSW is established and its operations strategy confirmed.

The ABF has recently delegated the responsibility for training, recognising and supporting bridge teachers to the state bodies with the initial strategy being for clubs to nominate those people they value as bridge teachers. These teachers are then recognised through the listing of their names on the ABF Education page. This new approach recognises the work of many successful bridge teachers who have not sought accreditation from a private business attached to the ABF. It also provides the state body with the names of all people who are active in teaching bridge and will enable us to provide targeted support to them.

Congresses and Events

Event planning and management has continued as usual. A working party has been formed to address the declining participation in congresses and state events and discuss potential approaches to reverse this. The mix of face-to-face and online events is a key consideration along with the location and marketing of events, the configuration of the calendar and event fees.

Online Pairs League

There is continuing support for the successful Online Pairs League. This 12-board match held on Thursday nights for a period of eight weeks per season, with four seasons per year, attracts red MPs and returns a share of the profits to the home clubs of participants. The eighth season of this event commenced on 5th October.

Zonal Championships

The face-to-face Southern Zonal Teams Championship, held at Mollymook, has had another success this year with ten teams participating. Unfortunately, other Zonal Championships mooted for this year have not yet been launched.

Publications

The publication of eCongress News is ongoing with six successful editions in the past year.

The State Committee has met five times in the past year. Three of these meetings were held via Zoom (07.02.23, 06.06.23, 26.09.23) and two were face-to-face meetings (16-17.11.22, 19-20.04.23) at Goulburn St.

The membership and roles of the of the committee are summarised in the attached table. All five Zonal Councillor positions are now filled and there are only two vacant Regional Representative positions.

Glenda Parmenter

Chair, NSWBA State Committee 2023

NSWBA STATE COMMITTEE REPORT 2023

NSWBA State Committee

Zone	Region	Rep Name	Role
Metropolitan		Gary Barwick	
	Metro South/East	Ian Lisle	Tournament Directors
	Metro North	Gary Barwick	
	Metro West	Vince Cariola	
Northern		Glenda Parmenter	Chair
	Far North	Marjorie Askew	
	Mid North Coast	Phil Houlton	
	North Inland	Glenda Parmenter	
Hunter/Central Coast		John McIlrath	*Alan Bustany – Events, Online Pairs League
	Central Coast	Louis Koolan	
	Hunter	Vacant	
Southern		Rakesh Kumar	Secretary/eCongress
	Far South Coast	Karen Creet	Education
	South Coast	Marie Pickering	Community Liaison
	Southern Highlands	Stephen Brabyn	
Western		Susan McMahon	
	Central West/Blue Mts	Marelle Irvine	
	South West	Vacant	
	<i>Dagmar Neumann</i>		<i>ABF Delegate</i>
	<i>Wing Roberts</i>		<i>Observer</i>
	<i>Warren Lazer</i>		<i>Events Committee</i>
	<i>John Scudder</i>		<i>Chair of Board</i>

*Co-opted onto the Committee

EVENTS COMMITTEE REPORT 2023

NSWBA State events comprise those with qualifying heats that run in the affiliated clubs and events at the Goulburn St premises on selected weekends. Information about and results for these events can be found at www.nswba.com.au/tourn/state/. Most Monday night sessions, currently run online using the RealBridge platform, are also State Championships. Regular club sessions and stand-alone congresses run by the Sydney Bridge Centre are not covered in this report.

The Events Committee for 2023 consisted of Warren Lazer (Chairman), Ronnie Ng (NSWBA Chief Tournament Director, *ex officio* member), Alan Bustany, Julian Foster, David Fryda, André Korenhof, Matthew McManus, Fraser Rew and Pauline Gumby (observer).

Chief Tournament Director

Ronnie Ng was appointed to the position of NSWBA Chief Tournament Director in May 2023. Ronnie is very active, directing most of the NSWBA's Monday night and weekend events, many congresses around the state, and at some National Championships. He also directs many regular club sessions (both face-to-face and on Realbridge) and organises the GNOT in non-metropolitan NSW.

The Australian National Championships

The 2023 ANC in Perth was dominated by South Australia who qualified for all four finals and won three of them. The successes NSW enjoyed in Adelaide in 2022 seemed as distant as Perth!

NSWBA Representative Teams - 2023

Open - Captain David Fryda (4 th) Tony Nunn - Paul Dalley Pauline Gumby - Warren Lazer Lavy Libman - Tomer Libman	Seniors' - Captain Matthew Thomson (2 nd) Paul Lavings - Nigel Rosendorff Avril Zets - Peter Buchen Kinga Moses - Nazife Bashar
Women's - Captain Marcia Scudder (3 rd) Anita Curtis - Ruth Tobin Judy Mott - Cathryn Herden Lynn Kalmin - Lorna Ichilcik	Youth - Captain Mitch Dowling (5 th) Ellena Black - Tamara de Mel Duncan Lai - Adrian Le Alex Heller - Magnus Eadie

The Open Team got off to a poor start and never really recovered, finishing fourth. The Women's Team played very consistently throughout the Qualifying and were running second with one round to go. A small loss in the last round saw them drop to third and miss the Final. The Seniors' led their Qualifying for most of the event and easily finished in top place. They built up an impressive lead in the Final, but a disastrous fourth set and a small loss in the last relegated them to second place. Our Youth team was very inexperienced, but are clearly quick learners. They won five of their last seven matches and finished with three good wins - encouraging signs for 2024 in Orange.

In a reflection of current trends, there were Open, Mixed and Restricted Butler Pairs Championships in Perth, but no Seniors' nor Women's categories. Michael Courtney, playing with Chris Depasquale from NT, came first in the Open, whilst Liam Milne and James Coutts came third.

The 2024 ANC will be held in Orange. Rob Ward is leading a very active Organising Committee to make sure that our first foray in holding this prestigious event outside Sydney is a success.

State Mixed Pairs and State Open Pairs Finals

These weekend events were very popular pre-Covid, with table numbers in the mid 30's, and over one third of the field coming from non-metropolitan regions. It's been a slow recovery with the 2023 entries about 60% of the pre-covid numbers. Encouragingly, the country representation is beginning to pick up again.

EVENTS COMMITTEE REPORT 2023

Spring Nationals

Having organised a successful online Spring Nationals in 2021 and a face-to-face version in 2022, Ian Lisle continued as Organiser in 2023. His hard work over the past few years has paid off as entries are almost back to pre-Covid levels. Support from our newer players increased, with sufficient entries to hold separate under 300 and under 50 MP events. The initial plan to incorporate the Seniors' Teams Qualifying into the Open event was reversed after concerted campaigning from some players.

There will be some major changes in 2024 with the Spring Nationals scheduled for 9 days, starting on Saturday 19th and finishing on Sunday 27th October. Gary Barwick will take over as Organiser. A new Mixed Pairs event will be included and a separate qualifying event for the Bobby Evans Seniors' Teams will no longer be held. Unfortunately, the 2024 dates coincide with the World Bridge Games in Buenos Aires, so some of Australia's best players will be unable to compete.

Grand National Open Teams

We retained our state-wide allocation of 22 teams to the National Finals and participation across the various regions is slowly picking up. The 2023 Finals were again held in Brisbane at the QCBC club rooms, a spacious, well-lit playing venue. Sydney teams again dominated the event with Sydney 1, 2 & 5 reaching the semi-finals and Sydney 2 defeating Sydney 5 in the Final.

The ABF has announced major changes for the 2024 GNOT. The Finals will be spread over two weekends. The first knock-out stage will be held in September and will be played online using the RealBridge platform. Twelve teams (4 open and 8 regional) will progress to face-to-face Finals in November in Sydney. This will clearly save the ABF a huge amount of money in terms of travel grants, but no word yet as to whether they will be reducing their entry fees. And no word yet on whether the current entry of 60 teams will remain, be increased or be decreased. Fraser Rew will take over from Ray Ellaway as the National Organiser.

State Open Teams

The State Finals consist of 10 teams representing all the Zones in the State, viz Metropolitan (4), Hunter Central Coast (2), Northern (2), Southern (1), Western (1). In 2023, for the first time in the event's history, the Finals were held on RealBridge rather than face-to-face at the NSWBA. After playing a round robin qualifying, the two top teams played a 56 board Final. Congratulations to the Currie team from Wagga Wagga: John Currie - Philip Glover & Charles McMahon - John McMahon. Did removing the arduous travel level the playing field? 2023 was the first time a Country team has won the State Teams.

Youth Bridge

A weekly youth session on Wednesday evenings has been running for a few years and is currently attracting up to 5 tables. Many thanks to Mitch Dowling, Edmond Lee and Alan Stoneham for spearheading this significant increase in numbers over the last year. The ABF has organised some online lessons for Youth players in March 2024. If you know of any potential learners aged 14 to 24 who would enjoy the challenges of bridge, get them to sign up. See the [advertisement](#) on page 5 in the ABF's December Newsletter for further details.

2024 and beyond

Assuming the necessary constitutional amendments are passed and separation proceeds as planned, Bridge NSW will assume responsibility for all major events, including the sessions held on Monday nights on RealBridge. These regular online sessions will allow all members of clubs affiliated with the state body to participate in regular State Championship events. The Separation Agreement will allow

EVENTS COMMITTEE REPORT 2023

Bridge NSW to use the Goulburn St premises for the next 8 years for its major weekend events, including the Interstate Team Selections, Finals of the State and Open Mixed Pairs Championships and the GNOT Metropolitan Final.

For most of the last 40 years, I have been involved with the NSWBA's Tournament and Events Committees, often as Chairman. I appreciate the trust the members have shown, by electing me to Council whenever I have stood, but I no longer have the enthusiasm required for such an important role. If Bridge NSW is to succeed, and it is important that it does, it is time for some new (younger?) volunteers to step up.

As ever, I'd like to conclude by thanking the Events Committee members and all the volunteers, directors and other workers (especially Wing Roberts, Julian Foster, David Fryda, Ian Lisle, Ronnie Ng and Pauline Gumby) who have helped the NSWBA offer top quality bridge tournaments throughout another challenging year.

Warren Lazer

Chairman of Events Committee 2023

ASSETS COMMITTEE REPORT 2023

The Assets Committee comprises Agnes Levine (Chairman), Richard Thode and Phillip Halloran. The Committee has met throughout the year to address practical tasks and plan for space requirements and amenity. A major upgrade of lighting was undertaken with the NSW Government subsidy for conversion to LED lighting panels with an outlay of \$33 for over \$16,000 works. The Committee has been mindful of the need for refurbishment, especially of the kitchen area but in view of the uncertainty of the transition project has had to place on hold any improvements to the premises.

As Chairman I have been tasked with maintaining a brief on property market trends and establishing relations with agents providing information on local, and specifically 162 Goulburn Street sales and leases. An unsolicited offer to purchase the property was received in August 2022. In view of the uncertainty of the transition project and the strong messages to retain the property no further action was taken. The market for commercial real estate in the CBD and outskirts has since decreased. Advice from realtors suggests that the vacancy rate for commercial leasing of office space is at an all time low since 1999 with vacancies at almost 13%. Sales are also down from previous years as evidenced by more recent movements. Options for partitioning the floor and commercial leasing of a section of the space to a tenant were given consideration and a quote for a quality fit out and division of the floor for approximately \$100K was provided. There is currently no plan to sell or lease the property.

The large tables prepared for COVID distancing requirements have been reviewed and it is planned to reduce the size of tables to better accommodate anticipated increases in table numbers and better utilise the space.

In my capacity as Company Secretary and chairing the Assets Committee I am now on the Committee of the Strata Plan Body Corporate which provides closer monitoring of building expenses and associated strata fees and possible levies.

With the proposed separation the assets responsibilities will be transferred to the proposed Club Board where refurbishment decisions can be more soundly based on financial forecasts.

Agnes Levine
Chairman of Assets Committee 2023