

Federation of Affiliated Bridge Clubs NSW

BRIDGE CLUBS HANDBOOK



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The Bridge Tree 

Creating a Bridge Club 

The Committee 

The Tournament Committee 

The Masterpoint Scheme 

Computers 

Insurances 

Acquisition of Premises 

Help Desk 

1. The Bridge Tree

1.1. The World Bridge Federation (WBF)

1.1.1. General

The World Bridge Federation (WBF) was formed in August 1958 by delegates from Europe, USA and South America¹. In August 1977 it was incorporated under the laws of the State of New York as a 'non-profit' organisation. A new set of By-laws was adopted in September 1977.

The WBF has shown strong and steady growth and its membership now comprises 121 National Contract Bridge Organisations (NCBOs) with over 700,000 affiliated members who participate actively in competitive bridge events - locally, nationally and internationally. Most of the NCBOs belong to one of the eight geographical zones, each of which has its own Zonal organisation.

Each National Contract Bridge Organisation agrees to fulfil certain requirements, such as opening its ranks to all its citizens and residents and upholding a standard of ethics acceptable to the WBF.

The World Bridge Federation has a Congress to which each NCBO is entitled to send one delegate. The Congress meets every second year, at Team Olympiads and at World Championships.

The WBF is administered by an Executive Council that is assisted by the various Committees and Consultants it appoints.

Activities of the World Bridge Federation include:

- Promote, foster and promulgate the game of Contract Bridge throughout the world;
- Provide the central organisation for co-ordinating necessary revisions to the Laws;
- Conduct Championships on a world-wide basis;
- Circulate its own official medium, World Bridge News, which keeps officials and press throughout the world informed of WBF activities;

¹ C. Chua, in "The History of Australian Bridge" (p 149), cites MJ Sullivan as being one of the founding members of the WBF at Oslo in August 1958. (Editor's note)

- Promote a Master Points scheme for recognising achievement in World and Zonal contests, and to maintain the necessary central records.

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1.1.2. WBF Zones

The WBF divides the world into eight zones:

- Zone 1 - EUROPE
European Bridge League (EBL) which incorporates 44 WBF member countries
- Zone 2 - NORTH AMERICA
American Contract Bridge League (ACBL) which incorporates 3 WBF member countries
- Zone 3 - SOUTH AMERICA
Confederacion Sudamericana de Bridge (CSB) which incorporates 9 WBF member countries
- Zone 4 - THE MIDDLE EAST
Bridge Federation of Asia and the Middle East (BFAAME), incorporating 12 WBF member countries
- Zone 5 - CENTRAL AMERICA & THE CARIBBEAN
Central American & Caribbean Bridge Federation (CACBF) which incorporates 12 WBF member countries
- Zone 6 - PACIFIC ASIA
Pacific Asia Bridge Federation (PABF) which incorporates 4 national bridge federations
- Zone 7 - SOUTH PACIFIC
South Pacific Bridge Federation (SPBF) to which belong, among others, the ABF and the NZCBA
- Zone 8 – AFRICA
African Bridge Federation (ABF) which incorporates 15 WBF member countries.

The WBF Executive Council is made up of representatives of these zones. There are 5 delegates from the EBL, 2 from the ACBL, and one from each of the other zones. The Executive Council meets annually at the site of the World Championships

1.1.3. Championships

The WBF organises numerous championships. These include The World Zonal Teams Championships; The World Teams Olympiad; The World

Championships; The World Transnational Open Teams; The World Master Individual Championships. Further information about these events can be obtained from the WBF website.

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1.2. The Australian Bridge Federation (ABF)

1.2.1. History

During the 1930's, a number of states formed associations to manage bridge. To co-ordinate the sport nationally, the states then formed The Australian Bridge Council. It changed its name to the Australian Bridge Federation (ABF) in the 1960's.

1.2.2. The Purpose of the ABF

The ABF exists to:

- promote the game of bridge in Australia and internationally.
- provide the services required by its 28,000 members at approximately 300 clubs
- represent Australia in the World Bridge Federation
- facilitate the enjoyment of bridge.
- make sufficient profit to remain financially viable.
- meet the competing needs of its stakeholders. These include:
 - Constituent State associations
 - Members
 - Affiliated bridge clubs
 - Directors and the Australian Bridge Directors' Association
 - Teachers and the Australian Bridge Teachers' Association
 - Conveners
 - Sub contractors (e.g. the Masterpoint Centre)
 - Suppliers
 - Journalists and commentators
 - The bridge playing population including the "entrepreneurial" clubs and members
 - The international bridge community (WBF Zones 6 and 7 and individual member countries)

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1.2.3. What does the affiliation fee cost?

From 1st April 2004 the affiliation fee will be \$12 per home club member: it is normally paid when you pay your annual club membership.

This fee is payable for all players in the club who elect for the club to be their home club for masterpoint purposes. Players may belong to as many clubs as they wish. If they belong to one affiliated club, that club will be recognised as their home club for masterpoint and ABF purposes. If they belong to more than one affiliated club then they must choose one of them as their home club.

Affiliated Clubs must be aware that all members of their club must be affiliated in at least one club: it is not open to clubs to elect whether or not a player wishes to receive masterpoints and therefore be affiliated.

1.2.4. What does the ABF provide in return?

The ABF develops the policies and procedures for managing bridge in Australia.

The ABF runs major events during the year including the Summer Festival of Bridge in Canberra, the GNOT and many others. Some events provide “qualifying points” which allow players to qualify for a playoff event in April that determines which teams represent Australia at international championships.

The ABF sends teams to compete in world championship events held throughout the world such as the Bermuda Bowl and the Venice Cup.

The ABF represents Australia at meetings of Zone 7 and Zone 6 of the WBF. Countries in these zones include NZ, French Polynesia, Cook Islands, Fiji, New Caledonia, China, Chinese Taipei, Hong Kong, Indonesia, Japan, Malaysia, Macau, the Philippines, Singapore and Thailand.

The ABF supplies the bimonthly ABF Newsletter to inform members about events in the bridge world, competitions, hands and, advertising for bridge products and services.

The ABF provides a blanket insurance cover for affiliated clubs (see Chapter 9.)

1.2.5. Plans for the Future

The ABF is managed as a voluntary run organisation.

The ABF list of priorities follows:

1.2.5.1. Priority 1 (highest)

- Develop a 1 to 5 year business plan & budget
- Implement better technology for the ABF and members.
- Develop an ABF strategy so that communications improve significantly.

1.2.5.2. Priority 2

- Develop and implement a marketing plan for bridge in Australia
- Apply for Foreign Affairs support for our membership and involvement with zone 6/7 representation & congresses.
- ABF events paper (review and recommendations).
- Organise WBF type system card printing via PC

1.2.5.3. Priority 3

- Relationship with Directors' Association
- Relationship with the Bridge Teachers' Association.
- ABF sponsorships & naming rights.
- Document financial control procedures
- Bridge as an Olympic Sport

1.2.5.4. Priority 4

- National Authority
- Support Indonesian Events

If you have any questions or comments about the proposed priorities please contact the ABF through the phone (02) 6239 2265, fax (02) 6239 1816 or e-mail on secretariat@abf.com.au and visit the ABF site at www.abf.com.au.

1.2.6. ABF Councillors

A list of ABF Councillors as at December 2005 follows:

ACT *Elected to March 2006*
Mr Earl Dudley
27 Courtice Close
FADDEN ACT 2904
Ph: (02) 6291 9578 (H)

dudleyes@webone.com.au

Elected to March 2007
Mr Roy Nixon
63 Endeavour Street
RED HILL ACT 2603
Ph (02) 6263 3813 (W)

rnixon@treasury.gov.au

NSW	Mr Keiran CROWE-MAI (Treasurer) treasurer@abf.com.au	Mr John ARKINSTALL 26 Blair St BONDI NSW 2026 Ph (02) 9300 0720 Fx (02) 9300 0702 jarkinstall@ozemail.com.au
NT	Mr. Ken MILLER GPO Box 2157 DARWIN NT 0810 Ph: (08) 8948 2244 (W)	Mr Tim HAUBRICK 8/16 Coronation Drive STUART PARK NT 0820 Ph: (08) 8941 4271
QLD	corplan@octa4.net.au Mr Keith McDONALD (President) 10 Skerry St KENMORE QLD 4069 Ph: (07) 3378 6168 (H) Ph: (07) 3821 2911 (W) Fx: (07) 3821 2312 keith@birdwalkermcdonald.com.au	tphaubrick@yahoo.com Mr Tony JACKMAN 101/120 Uxbridge St. GRANGE QLD 4051 Ph: (07) 3356 2416 Mobile: 0400 844 693
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TAS	adelaidebridge@ozemail.com.au Mrs Dallas COOPER 2/20 Alma St BELLERIVE TAS 7018 Ph: (03) 6244 8860 (H) Mobile: 0427 724 266 Fx: (03) 6272 1958	nic@redouble.net Mr Andrew RICHMAN "Treetops" 344 Brown Mountain Rd KAROO LA TAS 7267 Ph: (03) 6395 4311 Mobile: 0418 725 402 Fax: (03) 6395 4312
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1.3. The State Associations

Each state and territory has its own bridge association. The purposes of these are as follows:

- Organise State Championships and selection events;
- Regulate bridge in the State by adopting a set of tournament regulations and alerting procedures that all Clubs are advised to follow;
- Organise the calendar of events;
- Overview the affiliation of Clubs;
- Participate in ABF management through the two representatives that each state or territory sends to the ABF Council.
- Run the director accreditation scheme.

As at December 2005 there were 32,282 bridge players registered with the ABF. The break down per state (excluding youth figures) was:

STATE	Players
ACT	759
NSW	13,905
VIC	4,366
QLD	7,075
SA	1,603
WA	3,680
TAS	748
NT	146
Total	32,282

Player numbers in each state are not taken into account in determining representation at ABF level.

The NSWBA

As at November, 2005, the composition of the Council of the NSWBA is as follows:

Alex Yezerski	Chairman
Mike Hughes	Treasurer
Ben Chosid	Secretary
Julian Foster	
Ross Stuart	
Peter Gill	
Kim Morrison	
Matt Blackham (FABC)	
Ken Storr (FABC)	

The financial year of the NSWBA ends on September 30th each year and the AGM usually takes place in early December. The NSWBA Council meets once a month.

To contact the NSWBA

Address	1 st Floor, 162 Goulburn Street, East Sydney, 2010
Telephone	(02) 9264-8111
Fax	(02) 9264-6881
e-mail	office@nswba.com.au
Web site	www.nswba.com.au

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1.4. The Federation of Affiliated Bridge Clubs NSW

The FABC was created with the purpose of assisting the NSW Bridge Association help the clubs, especially the country clubs.

The Clause 3 of the FABC constitution reads:

The objects of the Federation shall be:

- (a) To represent its member clubs on the Council of the Association.*
- (b) To assist the Association in the promotion and administration of bridge in New South Wales*

1.4.1. The functions of the FABC

The FABC has three main functions:

- Provide clubs with information regarding affiliation with the NSWBA and with the Masterpoint scheme and introduce new clubs to this scheme;
- Assist the clubs in the conduct of their activities;
- Organise and run four events during the year:
 - ❖ State Open Pairs Championships
 - ❖ State Mixed Pairs Championships
 - ❖ State Wide Pairs Championships
 - ❖ State Teams Qualifying (Country and Metro sections)

For each of these events, the FABC appoints a convener who organises them up to the stage of State finals, where the organisation becomes the responsibility of the NSWBA.

To assist in discharging these responsibilities, the FABC nominates up to three members of its Committee to attend the NSWBA Council meetings.

The FABC has divided NSW country into 11 regions. A representative is appointed to each of them and he/she co-ordinates the activities in the region, transmitting queries and information between the clubs and the FABC.

Around June each year, the FABC holds a meeting of the Council and the Regional Representatives so that all matters of interest can be discussed, new clubs introduced, and outstanding issues resolved.

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1.4.2. Training and Teaching

The FABC promotes bridge through financial assistance to clubs interested in teaching tours or Directors training seminars.

These teaching tours are organised either directly by offer from teachers, through request from clubs or regularly by state associations for Director training.

The general policy of the FABC is that the Federation will not subsidise a teacher but will consider the situation of a group of clubs, whether within a region or not, that wishes to organise a seminar in a location central to them. This consideration takes the form of underwriting the possible loss sustained by the clubs, with the proviso that the members attending classes be charged a reasonable fee for the sessions.

1.4.3. Committee

Members of the FABC Committee elected at the AGM in September 2005 are:

Matt Blackham	President	Newcastle Bridge Club
Ken Storr	Treasurer	Ku-ring-gai Bridge Club
Sandra Da Silva	Honorary Secretary	Gordon Bridge Centre
Pat Christiaen		Gordon Bridge Centre
Fifine Hutton		NSWBA
Frank Phillips		Lindfield Bridge Club
Geoffrey Gibb		Penrith Bridge Club
Martin Young		Sydney Chinese Bridge Club
Neville Farrell		Taree Bridge Club

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2006 FABC CALENDAR BY EVENT

STATE MIXED PAIRS (conducted by the NSWBA)

JAN 1	Full details of competition should be received by metropolitan clubs.
MAY 5	Qualifying rounds completed and results received by Convener
MAY 27-28	Finals at NSWBA

STATE WIDE PAIRS

JAN 1	Full details of competition should be received by metropolitan clubs
MAY 31	Entries returned to Convener
JUL 31-AUG 21	Three sessions, one per week.

STATE OPEN PAIRS (conducted by the NSWBA)

JAN 1	Full details of competition should be received by metropolitan clubs
SEP 15	Qualifying rounds completed and results received by Convener
OCT 7-8	Finals at NSWBA

COUNTRY TEAMS CHAMPIONSHIP

JAN 1	Full details of competition should be received by clubs.
APR 22	Final date for applications for a Country Teams Regional Final
AUG 23	Qualifying rounds completed at club level.
SEP 19	Results and nominations received by Convener.
OCT 1	Regional finals must be completed.
OCT 28-29	Country Teams Final at Newcastle Bridge Club
DEC 8-10	State Open Teams Final at NSWBA

METROPOLITAN TEAMS CHAMPIONSHIP (conducted by the NSWBA)

JAN 1	Full details of competition should be received by metropolitan clubs.
AUG 28	Qualifying rounds completed at club level.
SEP 4	Results and nominations received by Convener
SEP 10	Metropolitan Teams Final at NSWBA
DEC 8-10	State Open Teams Final at NSWBA

OTHER IMPORTANT DATES

MAY 31	Closing date for ABF Insurance Cover
JUN 30	2006 Congress applications must be returned to Pauline Gumby, the Congress Co-ordinator, c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010. Ph (02) 9744 1555, Fax (02) 9744 1655; e-mail calendar@nswba.com.au
AUG 26-27	Sydney Metro GNOT Finals at NSWBA (National Finals Nov 17-20)
SEP	FABC AGM [to be confirmed]

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2006 FABC CALENDAR BY DATE

- JAN 1** Details of all following competitions should be received by clubs: State-Wide Pairs, State Mixed Pairs, State Open Pairs, State Teams Qualifying.
- APR 22** Final date for applications for a Country Teams Regional Final
- MAY 5** Qualifying rounds for State Mixed Pairs completed and results received by Convener.
- MAY 27-28** State Mixed Pairs finals at NSWBA
- MAY 31** Entries for State Wide Pairs returned to Convener; Closing date for ABF Insurance cover
- JUN 30** Congress applications for 2006 must be returned to Pauline Gumby, the Congress Co-Ordinator, c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010. Ph (02) 9744 1555, Fax (02) 9744 1655; e-mail calendar@nswba.com.au.
- JUL 31-AUG 21** State Wide Pairs
- AUG 23** Final date for completion of Country Teams Championship qualifying rounds at Club level.
- AUG 28** Final date for completion of State Teams Championship (Metropolitan) qualifying rounds.
- SEP 4** Results for State Teams Championship (Metropolitan) received by Convener.
- SEP 10** Metropolitan Final of State Team Championship at NSWBA
- SEP 15** Qualifying rounds for State Open Pairs completed and results received by Convener.
- SEP 19** Country Teams Championship results received by Convener.
- SEP** FABC AGM [to be confirmed]
- OCT 1** Country Teams Championship regional finals must be completed
- OCT 7-8** Finals, State Open Pairs at NSWBA
- OCT 28-29** Country Teams Championship Final at Newcastle
- DEC 8-10** State Open Teams Final at NSWBA

UD1/12/05

2. Creating a Bridge Club

2.1. General

2.1.1. Introduction

A bridge club is actually not defined as such, but an operating definition would be a set of people gathering from time to time on a regular basis in a venue to play bridge under the supervision of a director. Please note that Rubber Bridge is not dealt with in this handbook.

It should be noted that a club does not need to be registered with any official body to exist; the will of the members is what constitutes the club. However, to be part of the wider bridge community, to participate in Inter-Club tournaments, to organise congresses and to be part of the ABF Masterpoint scheme, a club has to affiliate with the state.

To obtain affiliation, contact the FABC Secretary, who will send you an information package.

2.1.2. Cost of Affiliation

In NSW, the cost of the affiliation is now \$5.50 per home club member per year to be paid to the NSWBA as a state levy. From 1st April 2004, the ABF national levy will be \$12 per home club member per year. These amounts are subject to change from time to time. Each club may decide whether it will incorporate these levies in their membership fees or absorb the expenses and pay them out of general revenue. The ABF uses the figures for membership as at March 31st and invoices in late April - early May. The NSWBA uses the figures at November and invoices in late November - early December.

See note in chapter 1.2 (the ABF) on affiliation selection of a home club.

The compulsory nature of affiliating players is a very important concept for Clubs.

2.1.3. Benefits of Affiliation

Affiliation with the ABF and the NSWBA allows a club to organise congresses and to participate in the masterpoint scheme, thus being able to allocate red masterpoints to its special events, green masterpoints to its regular duplicates and gold points if the Club participates in the GNOT qualifying.

Furthermore, an affiliated club becomes part of the mailing list of the ABF and receives the regular newsletter as well as the yearly congress calendar. Also, an affiliated club can take advantage of the blanket Public Liability insurance provided by the ABF (see Chapter 7.)

An affiliated club also provides to its members access to the FABC or NSWBA run events such as State Teams Championships, State Pairs Championships, Mixed Pairs Championships and Inter-Club Teams.

It should be noted that a club affiliates all of its members who have not elected another club as their home club. There is no possibility of leaving some of the home members out of the scheme once the affiliation decision has been taken.

2.2. The Constitution

2.2.1. Introduction

The purpose of the Constitution is simply to regulate the relations between members, between the Club and the members and to define the role and the responsibilities of the Committee.

It should be noted that this does not apply to entrepreneurial clubs, the case of which will be dealt with in 2.3

2.2.2. Scope

The Constitution should cover the following points:

- ❑ Definition of the Club
- ❑ Purpose of the Club
- ❑ Name of the Club
- ❑ Definition of the terms employed in the text
- ❑ Membership requirements
- ❑ AGM, notice, quorum, voting procedures
- ❑ Governance and control

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- Committee
 - Power, frequency of meeting
 - Election, quorum, by-laws
 - Audit
- Finance and accounts
- Relation with members, disciplinary actions
- Dissolution

It should be noted that the ATO considers a written constitution a prerequisite for tax-exempt status and has issued guidance for non-profit organisations. The wording that they suggest for some clauses (especially the dissolution clause with its "no benefits for members" requirements) should be scrupulously followed to protect the tax-exempt status.

The ATO has produced a booklet for clubs and associations, called "The Club Pack" that can be obtained from ATO offices or downloaded in PDF format from the web site at www.ato.gov.au.

2.2.3. The Question of Incorporation

The main purpose of incorporating is to limit the personal responsibility of the members and especially of the officer of the Council. An un-incorporated body must review its insurance policies rather carefully to provide some sort of coverage for its Directors and Officers (a D & O policy). Considering the state of the legislation and the moves to simplify the reporting requirements for small companies, it would seem that incorporating is a prudent and safe move, especially if the Club is considering entering into a lease or mortgage contract. Unincorporated clubs will be covered by the blanket Public Liability Insurance policy provided by the ABF for affiliated clubs.

2.2.4. Example

An example of constitution is presented in Appendix A together with the ATO guidelines.

2.3. Entrepreneurial Clubs

2.3.1. General

Entrepreneurial clubs are those clubs opened by bridge professionals with the purpose of marketing bridge lessons, duplicates, supervised sessions, congresses and other bridge products on a for-profit basis.

These clubs may be operated by way of a sole trader, partnership or corporation. The exact nature of the entity is not relevant to the players at the club but prospective club owners will need to consider issues such as:

- Tax
- Profit distribution
- Public and personal liability, although the club will also be entitled to participate in the ABF blanket public liability policy.
- Lease liabilities.

There is no fundamental difference in the relationship between a club owned for the benefit of the members and a club operated by bridge entrepreneurs. If the club is affiliated, the members of a for-profit club will enjoy all of the benefits and privileges of a non-profit club.

Clubs established by way of a partnership must consider establishing a dispute resolution mechanism as well as a method of dealing with the sale of one partner's shareholding.

2.3.2. Promotion and Advertising

Clubs which are established on a for-profit basis should consider the importance of promotion and advertising and should address the following points:

2.3.2.1. General promotion as a help to your Club

The promotion of Bridge generally will indirectly help your Club and the establishment of a new club, or the affiliation of an existing one is an ideal situation for letting all the world know that a wonderful new leisure opportunity exists in your town or suburb.

There exists an agreement that all clubs will advertise congresses for other clubs (usually by displaying flyers), and it is in the long-term interest of all clubs to respect this agreement.

2.3.2.2. Contacts

Other organisations that can be contacted with news of your sessions and the playing time are schools, universities, community services, town halls, libraries, chamber of commerce and all clubs in your area.

If your club organises lessons and/or supervised sessions, this should be advertised through the organisations above, through the local paper or by letter drop.

If your club is a country one, the FABC regional representative will be quite happy to help you.

2.3.2.3. Follow up

Follow up is **important**. you should contact the players who attended your last congress or event some time before the next one and you should arrange with the local newspaper to publish the results of your regular duplicate (and probably offer them a couple of paragraphs on your special events).

The best tool to organise such a follow up is probably a database of all players who visit the club. As with such tools, however, they are only useful if regularly maintained and updated (and backed up !).

If you use ASE to score your tournaments you can use this to monitor the last time that players visited the club and contact people who may not have been in for some time.

You should seriously consider using a scoring program like ASE or Master Score as the advantages soon compensate for the initial capital outlay:

1. Keeps track of memberships and renewals
2. Automatically prepares masterpoint returns on disk for submission to the ABF Masterpoint Centre
3. Can generate labels and mail-merge information for marketing and other purposes.

Appendix A 2: Example of constitution

CONSTITUTION OF THE AAAAA BRIDGE CLUB

1. DEFINITIONS

In this constitution :

- (i) "The Club" means the unincorporated association referred to in clause 2 hereof.
- (ii) "The Association" means the New South Wales Bridge Association Limited.
- (iii) "Bridge" means the game of contract bridge and auction bridge and all other variations and derivation of such game.
- (iv) "Bridge Club" means a body (incorporated or unincorporated) which affords facilities for bridge to be played by its members on a regular basis.
- (v) "Affiliated Club" means a bridge club affiliated with the Association.
- (vi) "The Registrar" means a financial member of the Club who is not standing for election to the Council.

2. NAME

The full name of the Club shall be "The AAAAA Bridge Club".

3. OBJECTS

The objects of the Club shall be:

- (a) to organise regular games of bridge open to member and visitors alike.
- (b) to organise and promote club championships restricted to financial members of the Club.
- (c) to organise and promote the game of bridge generally, by teaching, lectures, supervised sessions, congresses, special events and any other means deemed appropriate by the members of the Club.

4. MEMBERSHIP

The membership of the Club shall consist of those persons who resolve to adopt this Constitution and to become members of the Club (hereinafter called the "initial members") and secondly of those persons who are subsequently admitted to membership on accordance with this Constitution.

5. FEES

- (a) There is an annual fee for membership of the Club, which shall be fixed by the assembly of the members upon proposition by the Council and shall be paid annually in advance by each member on or before the first day of the financial year. If such annual fee has not been paid on or before the due date, the delinquent member shall be declared unfinancial until such fees have been paid.
- (b) Unfinancial members shall not be entitled to a vote at any Annual General Meeting, nor shall they be entitled to stand for election of the Council.
- (c) The assembly of the members upon proposition by the Council may decide that a joining fee shall be paid by new members upon approval of their membership application. The amount of this joining fee shall be fixed by the assembly of the members upon proposition by the Council and may be varied from time to time.
- (d) The table money to be paid by members or visitors for each session of play shall be fixed by the Council and may be varied from time to time. The rate for visitors may be fixed at an amount different from the rate for club members.

The Council may elect to charge an entrance fee, in addition to the normal table money for such events as Championships or Special Events. Such an entrance fee will be paid by all players on the first session of such events.

6. ANNUAL GENERAL MEETING

- (a) The Club shall hold an Annual General Meeting of its membership within three months of the end of its financial year.
- (b) Each financial member shall be entitled to one vote at such Annual General Meeting.
- (c) In the event that a financial member is unable to be present in person at the Annual General Meeting, such member may give a written proxy to any other financial member of the Club.
- (d) Such a proxy must be received by the Registrar at least twenty four hours before the scheduled start of the Annual General Meeting.
- (e) A number of members no less than twenty percent of the total membership as at the end of the financial year, present in person or by proxy, shall constitute a quorum.
- (f) Should an Annual General Meeting be convened and should not sufficient members be present in person or by proxy to form a quorum, then the Annual General Meeting will be adjourned to the same day,

one week hence, and ten members present in person or by proxy shall form a quorum at this adjourned Annual General Meeting.

- (g) Should an Annual General Meeting be adjourned for lack of a quorum, none of the proxies for the original meeting will be valid for the adjourned meeting and new proxies will have to be delivered in accordance with clause 6(c) and clause 6(d).

7. COUNCIL - DEFINITION

The management of the Club shall be vested in its Council that shall be elected as hereinafter provided and which shall meet at such time as it shall determine, but not fewer than ten times during a financial year.

8. COUNCIL - ELECTION

- (a) The Council shall consist of the President, Secretary and Treasurer and four ordinary councillors who shall be financial members of the Club.
- (b) Nominations are to be in writing, signed by the Nominee, the Proposer and the Secunder and are to be delivered to the Registrar at least two weeks before the Annual General Meeting.
- (c) Elections are to be held by secret ballot to be conducted at the Annual General Meeting under the supervision of the Registrar.
- (d) No persons shall be entitled to hold the offices of President, Secretary or Treasurer for more than five consecutive terms.

9. COUNCIL – VICE-PRESIDENT

The Council shall appoint a Vice-President from among the ordinary councillors and this should be done at the first meeting of the Council. The Council shall determine the respective duties of all members of the Council.

10. COUNCIL - MINUTES

The Council shall keep proper minutes of its meetings and shall make such minutes available for inspection upon request by any member of the Club.

11. COUNCIL - FINANCES

- (a) The assets and income of the Club shall be applied solely in furtherance of its objects and no portion shall be paid or distributed directly or indirectly to the members of the Club except as bona fide compensation for service rendered or expenses incurred on behalf of the Club.
- (b) The Council shall keep proper records of all monies received and expended by the Club and shall prepare an annual financial statement which shall be audited and circulated at the Annual General Meeting.

- (c) The financial year of the Club shall end on the last day of **Month** each year

12. COUNCIL - MEETINGS

- (a) The Council shall not meet without a quorum. A quorum shall consist of a minimum of four members of the Council.
- (b) The President shall take the chair at all meetings of the Council. In his absence, the Vice-President shall take the chair
- (c) All decisions of the Council shall be made by a simple majority vote. In the event of an equality of votes, the Chairman shall have a second and casting vote.
- (d) Should not enough members of the Council be present to form a quorum, the meeting shall be adjourned at the earliest most convenient date so that enough members be present to form a quorum.

13. COUNCIL – CASUAL VACANCIES

- (a) The office of any member of the Council shall become vacant if the relevant office holder :
 - (i) dies;
 - (ii) resigns;
 - (iii) is declared bankrupt;
 - (iv) ceases to be a member of the Club;
 - (v) is convicted of a criminal offence;
 - (vi) is certified in manner prescribed by law to be of unsound mind or to be incompetent to manage his affairs
- (b) Council shall be empowered, between elections, to fill any casual vacancy in its numbers from among the membership of the Club and the person so appointed shall, subject to this Constitution, hold office until the next election of Council.

14. DISCIPLINE

- (a) The Council shall have the power to question members whose conduct and behaviour brings disruption to the game or disrepute to the Club and shall in such a case act to prevent repetition of such occurrence.
- (b) The Council is expressly empowered to suspend a member for a certain period or for an event run by the Club or to expel a member whose conduct or behaviour becomes intolerable to the general membership of the Club, provided that the Council follows the procedures of Clauses 14(c) through to 14(e).

- (c) The Council shall only consider complaint about a member that are brought in writing before the Council, and, upon receipt of such complaint, the Council will determine if, in its opinion, the member whose conduct or behaviour is the object of the complaint
- (i) has persistently refused or neglected to comply with a provision of these rules
 - (ii) has persistently and wilfully acted in a manner prejudicial to the interests of the Club
- (d) If the Council determines that it is so, the Council may pass a resolution to either expel the member from the Club or suspend the member from membership of the Club for a specified period or suspend the member from participating in an event run at or by the Club.
- (e) A resolution of the Council under Clause 14(d) shall be void unless the Council causes a notice in writing to be served on the member whose conduct or behaviour is the object of the complaint and this notice
- (i) sets out the resolution of the Council and the grounds on which it is based; and
 - (ii) states that the member may address the Council at a meeting to be convened not earlier than 14 days and not later than 28 days after the service of this notice; and
 - (iii) states the time, date and place of this meeting; and
 - (iv) inform the member that he or she may submit to the Council, at or prior to the date of this meeting written representation regarding the resolution; and
 - (v) inform the member that he or she may elect to be accompanied by a person of his or her choice whilst attending this meeting.
- (f) At the meeting referred to in Clause 14(e), the Council shall give to the member an opportunity to make oral representation and shall give due consideration to any written representation that the member may have submitted. Then the Council shall determine whether to confirm or revoke the original resolution passed under Clause 14(d).
- This decision will be made under the form of a resolution of the Council and the Secretary of the Council shall, within seven days, notify the member in writing of the resolution of the Council and inform the member of his / her right of appeal under Clause 14(g).
- (g) A member may appeal to the Club in general meeting against a resolution of the Council within seven days of the service of a notice under Clause 14(f) by lodging with the Secretary a notice to that effect.

The Council shall convene an Extraordinary General Meeting of the members of the Club to be held within 28 days of the date at which the Secretary received the notice.

That meeting shall be chaired by a Registrar appointed by the Council and the quorum and proxy rules shall be the same as for an Annual General Meeting.

At that meeting, no business other than the question of the appeal shall be transacted and after giving both the member and the Council opportunity to state their respective case orally or in writing or both, the members present shall vote by secret ballot on whether the resolution referred to in Clause 14 (e) shall be confirmed or revoked.

If the Club vote in favour of the confirmation of the resolution, the resolution is confirmed

15. NEW MEMBERSHIP

- (a) Any person shall be entitled to become a member of the Club by making application in writing to the Council and by agreeing to be bound by the terms of this Constitution.
- (b) Such an application will be valid if signed by two financial members of the Club, being the Proposer and the Seconder and endorsed by the applicant.
- (c) Membership shall become effective after the application has been approved by the Council and after the annual membership fee and the joining fee (if any) has been received by the Treasurer.
- (d) The Council is not obligated to give a reason for refusing to approve an application for membership.

16. RESIGNATION

Any member shall be entitled to resign from the Club by notice in writing to the Council.

17. CONSTITUTION

This Constitution may be altered by a two third majority resolution of the members of the Club represented and voting at a special meeting convened by the Council on twenty-one days notice.

18. DISSOLUTION

- (a) The Club may be dissolved by a two third majority resolution of the members of the Club represented and voting at a special meeting convened by the Council on twenty-one days notice.
- (b) Disposition of the funds and any other assets of the Club shall be resolved by a simple majority vote of the members of the Club represented and voting at such meeting which shall resolve to dissolve the Club provided always that the amount which remains after the dissolution and the satisfaction of all debts and liabilities shall be transferred to an organisation which has similar objects and which has rules prohibiting the distribution of its assets and its income to its members.

Editor's Notes :

Clause 11(a) and clause 18(b) are wording suggested by the ATO guidelines for a tax exempt organisation.

All other clauses can be altered to suit your Club's particular circumstances.

In particular, clause 11(b) [audit requirement] and clause 11(c) [end of financial year] may and will need adjustment. You will note that no clause empowers the Council to enact by-laws. If such a feature seems desirable, the appropriate clause should be added, perhaps with the proviso that such by-laws have to be ratified at the next AGM.

You may also want to alter clause 6 (proxy) to limit the number of proxies that any one member can hold.

Similarly, no provision has been made in this draft constitution for the Council to co-opt members to work on sub-committee where their particular expertise would be needed.

This constitution is worded for an un-incorporated body. If a company runs the Club, then the members of the Council become directors of the company and the Corporation Law will apply.

3. The Committee

This chapter is only concerned with non-entrepreneurial clubs, i.e. those clubs run by a committee staffed with volunteers.

This chapter deals with an ideal world and the editor is aware that not all these ideas or suggestions are applicable, or relevant, to your Club. Depending on the structure of your Club, of your Committee and on the personalities that compose them, you may want to apply or discard some of these ideas.

This is to be considered as a set of guidelines to help making committee work both profitable to the Club and enjoyable to the members.

3.1. General

The powers of the Committee, the frequency of its meeting and the process of nomination and election will usually be defined by the constitution of the Club.

Briefly, the part on power will deal with membership application (and power to refuse with or without reason given the application of a person), disciplinary sanction against members, the power to act on behalf of the Club and the dealing with the Club's assets.

The organisation of the Committee's work will usually be left for the Committee to decide and the main discriminant factor will be whether the Club has retained the service of an employee to act as club administrator or whether all work is done by volunteers.

In this chapter, we shall assume that no professional administrator has been hired. However, should the Club elect to hire one, the two main functions that would be affected are the Secretary and the Treasurer.

This chapter will not be dealing with the Masterpoint Secretary position (see Chapter 5. for detailed description of the function)

3.2. Organisation of work

Three basic functions must be filled in any committee (President or Chairperson, Secretary and Treasurer).

Furthermore, a bridge club should also have a Masterpoint Secretary (see chapter 5.) and an Ombudsman (or Recorder)

A general remark is that the work is better performed if done through sub-committees the chairperson of which will report to the main Committee.

These sub-committees can and should be staffed by co-opting club members from outside the main Committee. Keeping in mind the fact that committee people are volunteers and have a private and a professional life outside the Club, it is better to spread the workload. It also has the effect of grooming club members for future Committee positions, thus avoiding the race every year before the AGM to fill positions from too small a pool of volunteers.

These sub-committees should be chaired by a Committee member, which makes for easy reporting and which ensures that the Committee policy is followed.

A list of possible sub-committees is as follows:

- Finance
- Tournament (with at least 2 sub-committees: Rules & Ethics and Appeals)
- House
- Teaching / Lessons
- Social / Entertainment

The general principle is that all actual work is delegated to the sub-committees and that the agenda for the Committee meeting is a list of the sub-committees reports (apart from the procedural requirements of minutes approval) plus the Chairman's report.

Should this principle be adopted, three important consequences will ensue:

- (a) The incoming correspondence must be copied and distributed for action by the Secretary to the relevant sub-committees **WITHIN 48 HOURS** of receiving it;
- (b) The main Committee meeting will be short.
- (c) The outgoing correspondence, generated by the sub-committees, must be copied to the Secretary who will keep the main correspondence file for the Club.

This system cannot work if the Club does not practice proper delegation, i.e. delegation of both authority and responsibility to the sub-committees chairpersons. For instance, your Club may want to give all the sub-committees authority to spend up to \$xxx without reference to the main Committee, or authority to deal on behalf of the Club with administrations and outsiders in their areas of responsibility.

3.3. Organisation of meetings

The frequency of meeting is assumed to be monthly, but your constitution may decree otherwise.

In order to have smooth, reasonably quick and productive meetings, it is probably a good idea to observe the following rules:

- The Secretary to check with all Committee members whether they have some matter they want to add to the agenda for next meeting;
- Agenda for the meeting and minutes of last meeting to be distributed to all Committee members one week in advance. This will serve as a notice of the meeting;
- Reports from the sub-committees to be included in the meeting papers and distributed together with the agenda if they include matters that need reading beforehand;

This should ensure that everybody arrives at the meeting with a good idea of the points that will be discussed and no time will be lost briefing members.

Note must be made of the number of members attending the meeting to satisfy the quorum requirements and thus validate the decision taken at the meeting.

The Masterpoint Secretary may attend the meetings or may simply report through Tournament or Finance.

3.4. The Ombudsman or Recorder

The following is reprinted from the programme of the Lindfield Bridge Club with kind permission of this Club.

The club has appointed one of its members to act as recorder. This position exists for recording any events which occur at the club, which are seen as not being in the best interest of the Club.

Members should report to the Recorder, perhaps after first consulting the Director, events in the following categories:

- *Suspicion of cheating or deliberate passing of illegal information;*

- ❑ *Offensive behaviour;*
- ❑ *The occurrence of psychic bids.*

Periodically, the Committee may request to see the Recorder's book, and may take action if an individual has repeatedly been reported. Reports must be made in writing and placed in an envelope and either handed to the Office Administrator or posted to the Club. Forms and envelopes are available in the foyer. Verbal reports will not be accepted.

It should be noted that in all cases, the basic principle that no member can be accused without being made aware of the source and nature of the accusation and without being given the right to answer, must be protected.

The Ombudsman may attend the meetings or may simply report through Tournament or Rules & Ethics. Obviously, his / her input will be required if the Committee has to deal with a complaint against a member.

3.5. The Secretary

The short description of the position is that the Club Secretary is in charge of the records of the club, and handles all correspondence. In effect, it means that the Secretary is the hub of the Club.

3.5.1. The skills required are:

- ❑ Effective communication
- ❑ Sound administrative proficiency

3.5.2. Responsibilities

- ❑ Recording and maintaining in an appropriate hard cover register all Minutes in relation to Committee, General and Extra-ordinary meetings of the Club;
- ❑ Act as contact point for Club and Committee members;
- ❑ Prepare all material required (including but not limited to Minutes, Agendas, Notice of Motions, Correspondence, etc) for the AGM and Extra-ordinary meetings including Motions passed by the Committee and requiring member ratification;
- ❑ Read minutes of previous meetings to the club members or members of the committee;
- ❑ Communicate with President and Committee members to create an Agenda for meetings and ensure agenda is followed/completed at such meetings. Establish a list of matters pending or arising for action at or before next meeting;

- Receive and distribute correspondence to the relevant person or Sub-Committee for action. Follow up as necessary to ensure timely responses;
- Write all letters, and answer correspondence on behalf of club (except for the letters written by sub-committees of which the Secretary is given a copy). A copy of all inward/outward correspondence (regardless of which Committee Member responds) is to be maintained in a Correspondence File kept with the Minute Book;
- The Secretary should also acknowledge receipt of all important letters written by a member, irrespective of the sub-committee to which this letter was given for action;
- Distribute flyers concerning other clubs' events, Congresses and competitions that may interest members. Prepare and post entry sheets for club events;
- Support / assist the President and Committee Members in the efficient running of the Club, especially by:
 - (i) Making sure entries to all events for which the Club nominates or selects representatives are sent on time;
 - (ii) Always having a copy of the current year calendar;
 - (iii) Reminding President and members of all coming events.

It is expected that a minimum of six hours per month is required to carry out this role. A notebook for keeping a record of enquiries whilst playing club events is advantageous

3.6. The Treasurer

ACKNOWLEDGEMENTS

This part draws on the booklet “The Treasurer’s Handbook”, prepared by the Australian Institute of Chartered Accountants with the assistance of the National Australia Bank. (© National Australia Bank 1995)

DISCLAIMER

Please note that this handbook is intended as a guide only and that the information it contains is general and descriptive in nature and is not intended as a specific management or taxation advice.

Because the circumstances of each Club vary widely, each Club will have to seek particular professional assistance if they need help.

3.6.1. The accounts

The most important document at this stage is the chart of account; this will give the Club a template of its financial activities and a properly drawn chart of accounts is a great help in setting up the whole system.

The second decision is about the accounts themselves, whether they will be done by hand or by computer. If the Treasurer has access to a computer, it is almost essential to use it for the Club’s accounts: the speed and the ease with which the information can be treated, analysed and disseminated makes it worthwhile.

If the Club elects to use computerised accounts, the last decision is whether the Treasurer will create an accounting system or whether the Club will buy an accounting package. Considering that one can acquire a package for less than \$250, it may seem a bit of a waste of energy and time to create a system from scratch. Whichever way the decision goes, it is essential that the system be a proper accounting system with facility for provisions, accruals and journal entries otherwise the information will be quasi meaningless: there is nothing less useful than a simple cash account to assess the financial health of an organisation.

A sample chart of accounts is given in Appendix A3.

3.6.2. Control

One of the most important task of the Committee will be to set up sound internal control procedures, or to make sure that such procedures are in place, are in use and are reviewed from time to time.

Each financial instrument (or letter of instruction to your bank) ought to be signed by two persons and, traditionally, the President, the Secretary and the Treasurer are the three signatories on the accounts.

Each Club will make its own arrangements in that respect. Do not forget to advise your bank after the AGM if there have been any changes in the officers of the Club.

As far as the approval for expenses are concerned. large expenses (the definition of "large" will depend on the situation of each Club) are better approved in advance at committee level.

For all item of expenditure, it is necessary that an order form or a payment voucher form (or a cheque requisition form) be designed and a copy of such be given to the Treasurer who can then pay such bills. Do not forget that a proper audit trail must be maintained at all time so that ALL FINANCIAL TRANSACTIONS ARE DOCUMENTED AND CLEARLY UNDERSTANDABLE.

3.6.3. Audit

The requirement for an audit of the accounts will often be set in the Constitution of the Club. If there is no such requirement, it is a matter for the Committee to decide whether an auditor is necessary.

If the Club has borrowed money, the lender may make a condition of the borrowing that audited accounts be presented regularly.

Generally, a Treasurer will feel more comfortable if his/her accounts are audited.

The choice of an auditor is a delicate one; quite apart from the fact that he/she be a registered company auditor (ABSOLUTELY ESSENTIAL), because from the auditor's point of view, bridge clubs, as other community based organisations, are not financially attractive propositions, so, to be fair, the Club ought to consider a long term relationship with its auditor.

Furthermore, even if the auditor is a bridge player, he/she will need a considerable amount of briefing in the first year.

3.6.4. Budgets and Reports

These two items are dealt with together because a meaningful report will refer to the budget as a basis for comparison.

The budget is simply an itemised listing of estimated income and expenditure for a specified period. It is an essential document for several reasons:

- It disciplines everyone to think about what income and expenditure ought to be;

- It helps controlling and managing the Club;

- It provides reliable performance indicators to measure achievements;

- It allows sound planning, particularly for cash flow forecasting and analysis;

- It makes the financial management of the Club transparent and accountable;

- It helps tracking the source of over- or under-achievement (cost or quantities for example).

At the last committee meeting before the AGM, the Treasurer ought to present next year's budget that will be discussed and if necessary amended before being used as next year benchmark.

As far as the reports are concerned, the Treasurer will present a monthly report to the Committee and an annual report to the AGM.

It will certainly be useful to send the monthly report together with the meeting paper (agenda, important item of correspondence if any) some days in advance to the committee members so that they can peruse it.

The monthly report will not be a bulky document, one page is enough to register the transactions of the month, the financial position, the cash position and the comparisons with the budget and with last year's figures.

Note that a standard report is easier to present and to read.

A form is presented in Appendix B3

The Treasurer might want to present at the monthly meeting a list of accounts due for payment during the next month and arrange for the cheques to be prepared and signed at or shortly after the meeting.

3.6.5. Staff and Employment

The Club may be employing staff, either as administrator or as director, and if such is the case, the normal procedures of record keeping and payment will be followed.

It will make the task easier if the Club is registered with the ATO as a Group Employer, as all forms will be provided.

Do not forget that it is essential to scrupulously observe the timing of the payments of PAYE remittance, as committee members may become personally liable for any unpaid group tax.

Obviously, if the Club has employees, arrangements will have to be made for Superannuation and Workers Compensation Insurance and provisions made for annual, sick and long service leave.

The Club and the directors have the choice between an employer-employee relation or a contractual one. The task of the Club is simplified if the relation is a contractual one as the Club simply has to pay periodic invoices. A template of letter of engagement for a contractor is appended in C3 and could be used as a model.

3.7. The President

To define the duties of a President (or Chairperson) in abstract is even more hopeless than defining the working of a Committee.

In effect, the President is a manager, organising the workflow (for which task he/she will heavily rely on the Secretary) and seeing that the different assignments facing the Committee are performed on time and without overburdening any single Committee member.

Hence, the actual performance of the President as organiser will depend on the Committee he/she is operating with, on the mix of skills and on the quality of the enthusiasm of the members with whom he/she works.

APPENDIX A 3: SAMPLE of CHART of ACCOUNTS

Balance Sheet Accounts

10.000 Members Funds	10.100 Cash
	10.200 Bank – Trading accounts
	10.300 Bank – Investment accounts
11.000 Borrowings	11.100 Bank Loan (Secured)
	11.200 Debenture & Notes
	11.300 Loans from Members
	11.400 Loans from Local Authorities
	11.500 Short term bank finance
	11.600 Overdraft
12.000 Loans	
13.000 Creditors	13.100 Trade Creditors
	13.210 ATO (PAYE Remittance)
	13.220 ATO (GST)
	13.300 Payment received in advance
	13.400 Accruals
14.000 Debtors	14.100 Trade Debtors
	14.200 Subscriptions
	14.300 ATO (GST)
15.000 Provisions	
20.000 Inventories	20.100 Cards
	20.200 Boards
30.000 Fixed Assets	30.100 Tables & Chairs
	30.200 Office Equipment
	30.300 Dealing machine

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Income & Expenditure Accounts

40.000 Income

41.000 Financial Income

42.000 Subscriptions

43.000 Special Events 43.100 Club's Congress

44.000 Table Receipt 44.101 Duplicate – Entry Fees

44.1x1 Xday Session

44.102 Duplicate – Table money

44.1x2 Xday Session

44.201 Club Championships – Entry Fees

44.202 Club Championships – Table money

45.000 Lessons

46.000 Supervised Play

47.000 Sales

48.000 Other

50.000 Expenses

51.000 Interests 55.100 Interests on loans

55.200 Bank fees & Charges

52.000 Fees 52.100 Capitation fees

52.200 Affiliation fees

52.300 Masterpoint levy

53.000 Special Events 53.100 Club's Congress

53.200 Other

54.000 Staff 54.100 Directors fees

54.200 Administrative staff

54.300 Superannuation

54.400 Insurances

55.000 Overheads 55.100 Printing & Stationery

55.200 Cleaning

55.300 Catering

55.400 Rates & taxes

55.500 Power

55.600 Communication

55.700 Insurances

55.800 Professional Fees

56.000 Maintenance

57.000 Boards & Cards

59.000 Depreciation & Amortisation

APPENDIX B 3: SAMPLE of MONTHLY REPORT

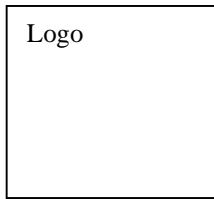
INCOME		EXPENSES	
Description	Amount	Description	Amount
Item 1		Item 1	
Item 2		Item 2	
Item 3		Item 3	
Item 4		Item 4	
Item 5		Item 5	
Item 6		Item 6	
Total		Total	
Result for the Month		Result for the Month	

	Amount
Cash position at Month Start	
Cash Flow for the Month	
Cash position at Month End	
Deduct Creditors	
Add Debtors	
Add Investments Accounts	
Financial Position at Month End	

Description	Actual Month	Budget Month	Actual YTD	Budget YTD
Item 1				
Item 2				
Item 3				
Item 4				
Total				

Notes & Comments

APPENDIX C 3: SAMPLE of LETTER of ENGAGEMENT



AAAAA BRIDGE CLUB

Registered address

*Director
Address
Suburb NSW 2999*

Date

Dear X,

We are very pleased that you accepted to become the new director of our bridge club and we would like to confirm the conditions under which you will now work for the AAAAA Bridge Club.

You are not an employee of the AAAAA Bridge Club, but you will contract your services to the Club. As such, you will kindly provide us with a monthly tax invoice, inclusive of GST, setting up the number of sessions you directed during that month.

You understand that the Club is not responsible for any sick pay, holiday pay, long services leave or any such benefits accruing to employees, and you also understand that the Club will not contribute to a Workers Compensation policy on your behalf.

Your invoices will be paid upon receipt, on the last < day > of the month to which they refer, and no withholding tax will be applied if you provide us with your ABN.

Our Club meets on every < day > and you agree to direct each one of these sessions; should you be unable to attend a session, we would need a reasonable period of notice so that an alternate director can be found.

We agree that your fees per session are fixed at an amount of \$< xx >, to be reviewed from time to time. [Note: if fees are to be linked to table number (or increase thereof), mention the agreed mode of calculation]

We look forward to a long and pleasant association.

Yours sincerely

The Secretary (or the President)

UDNOV-01

4. The Tournament Committee

ACKNOWLEDGEMENTS

We gratefully acknowledge the input of Mr Ross FOLKARD, who provided notes on Congress organising and on whose paper this chapter is partly based.

We are also extremely grateful to Mr Matthew McMANUS for his comments on all aspects of Congresses connected with a director's functions.

We acknowledge the permission of the Lindfield Bridge Club to reproduce from their Club's programme extract from the chapter "Bridge Etiquette".

This Chapter is divided in two parts, the first one dealing with congress organising, the second one with the day to day activities of the Tournament Committee.

4.1. Organising a Congress

4.1.1. Introduction

As an introductory remark, it should be noted that the Club is responsible for all aspects of the Congress, the director is only an employee of the Club in that respect.

The first thing to do, obviously enough, is to decide on a date for the Congress and on a format for the event (how many days, how many events, which type). Before you decide on a date check for conflict such as Mother's day, Father's day, long week-end and all such non bridge events. Then one has to book this date, as early as possible with the NSWBA so that it can be published in the Congress Calendar:

The NSWBA will send to each Club a notice in February or March with an application form for Congress date approval and this form has to be returned as early as possible (and in any case before the end of June) for inclusion in the following year Congress Calendar.

Do not forget to prepare a back up date in case your first choice conflicts with an already established Congress in your area. The information about the exact deadline and the name of the person responsible for the Congress Calendar can be obtained from the NSWBA (present co-ordinator is Pauline GUMBY c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010. Ph (02) 9744 1555, Fax (02) 9744 1655, e-mail calendar@nswba.com.au).

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4.1.2. Preparation

4.1.2.1. General

If your Club has a tournament committee, the preparation and running of the Congress will be the responsibility of this committee, however, whether you have a tournament committee or not a Convener must be chosen who will be in charge of all operations regarding this Congress.

In order to preserve his/her sanity, this Convener will work with a de facto tournament committee.

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The essential points to be addressed at this stage are:

- Exact programme of the event and any limits to the number of entries plus date at which latest entries are accepted. The entry fees will also be decided at this point. These tend to be fairly standard at \$20.00 to \$25.00 per player per day for a normal Congress and slightly more for a Super Congress.
- As far as the prize money is concerned, a figure of \$100.00 per winning player is standard with 50% of that for the runner up and 25% to 30% for the third place getter. These are prizes per player, so a team event will have prizes of \$400.00, \$200.00 and \$100.00 per team for the first three places whereas a pair event will have prizes of \$200.00, \$100.00 and \$60.00 per pair for the first three places.
- Venue and booking of same; when considering the venue, you must have regard to size, but also to public transport, light, heating/cooling, car park and ease of access for handicapped players.
- Budget: a detailed budget must be drawn and decision taken on entry fees. If a sponsor is ready to participate, the extent of their involvement and the exposure given by the Club to their activities have to be documented at this stage.
- Director: a Director is chosen, his/her availability confirmed as soon as the final Congress date is approved, fees are agreed and a letter of engagement prepared to be sent 4 to 6 weeks prior to the event. Note however that if you use a director who is popular on the congress circuit he may have a standing arrangement for the chosen date so BOOK A DIRECTOR AS SOON AS POSSIBLE.

Then comes the second phase of the preparation:

4.1.2.2. Advertising.

The committee will design flyers (or cause them to be designed), printers will be asked for quotes and, if applicable, the Club will arrange for sponsors logo and bromide to be available. If you have a detachable entry form incorporated in your brochure, take care that none of the information the players will need is printed on this part of the brochure that will be returned (maps, contact numbers, time and date). The distribution of these flyers is to be arranged, through club members playing at other clubs and Congresses and direct mailing.

The best way to advertise Congresses is at other Congresses, so check with your members who attend other Congresses and ask them to take a supply of brochures with them for distribution at the tables (obtain permission from the Convener beforehand). It may be possible to ask the Director to make an announcement to the effect that someone is available to take entries.

There exists an agreement that all clubs will advertise congresses for other clubs (usually by displaying flyers), and it is in the long-term interest of all clubs to respect this agreement.

Note that you should send at least a copy of your brochure to the NSWBA (so that queries from players can be answered) and that it is a requirement that your Congress be advertised to all clubs in your area (for instance a metropolitan Congress should be advertised to all metropolitan Clubs).

As far as the timing of the distribution is concerned, you might want to send flyers out to clubs in your area 2 to 3 months prior to your Congress with a reminder 2 or 3 weeks before the event. Note that the NSWBA can provide you with mailing labels for all clubs in the State. It should be noted that the wording of the flyers must include such as "under the auspice of the NSWBA" and "attribution of MPs at X level", depending of the MP status of your Congress. If in doubt, check with the NSWBA before the print run starts.

Contact the local press and write a few paragraphs or take an ad, contact the Australian Bridge and the ABF Newsletter for a wider coverage. Email a copy of the brochure to the webmaster at webmaster@nswba.com.au to have it displayed on the NSWBA website's calendar page. Generally, the brochure should include the following information:

- Venue (with a map if necessary)
- Date
- Time (it should be highlighted if the normal 10:00am or 1:30 pm is not used)
- Entry fees
- Prizes (at least the first prize should be given)
- Convener's name, address and contact phone, fax, e-mail
- Director's name
- Any limit in numbers and closing date if number limited
- System restrictions
- Sponsor information
- List of accommodation and restaurants

If the brochure is also the entry form, this part should include:

- Players name (PLEASE PRINT)
- ABF Number
- Contact phone number and e-mail address

4.1.2.3. Housekeeping

The venue may need to be cleaned prior to the event (without forgetting the windows) and the committee will want to make sure that a supply of clean table covers is available.

If a professional cleaner is retained, it needs to be booked; anyhow, arrangements are to be made regarding cleaning of the rooms BETWEEN SESSIONS and at the end of each day. If no professional cleaners are retained, a supply of large garbage bags is to be on hand and two to five persons designated for removal of cups, used bidding pads and other rubbish generated by bridge players and placing these bags in exterior bins.

If you hold your Congress in a club (RSL for instance), these details must be agreed upon with the management of the club.

Flowers: a florist in your area might want to take advantage of your Congress to display their skills and versatility; give them some publicity in return for some flower arrangements.

The preparation of the rooms and the arrangement of the tables should ideally be done the day before the event; if this is not possible, everything should be in place at least one hour before scheduled start of play. Note that you will need at least one notice board to pin or stick results and information.

You will need an extra table and chair for the Director and you will want to ascertain that there are enough power points for a computer on top of those used for urns and all other catering implements. You will also need extra tables and chairs for the people handling registration at the front desk.

Note that you will need to consult the director for the tables arrangement as the movement chosen and the number of entries will influence the number of sections and the setting of tables in the room(s).

A microphone will be necessary as soon as the room has more than 10 tables and the proper operation of this microphone has to be checked beforehand.

4.1.2.4. Catering

Catering will have to handle three different tasks:

- continuous supply of coffee, tea, milk, water, biscuits, fruit juice and so forth (available before start of play). Note if this is your first congress: you will use 30% more juice and biscuits than you have planned;
- Lunch, with decision to be taken whether to provide lunch or not, and, if you opt to, then you will have to decide on the following:
 - prepare one standard plate per table or

-have the players ordering in advance and then getting their own lunch (Note that the entry fees quoted in 5.1.2 (a) do not include any cost for lunch.)

- After play refreshments – consider wine, cheese and jatz biscuits as being appropriate.-

As for the housekeeping, the type of the venue will largely determine the lunch arrangements: if you hold your Congress in a licensed club, this club will usually have facilities to handle all the catering requirements and may insist that you use their facilities. The only task left is to decide on the level of service you need and advertise this both in your brochure and in the announcement at start of play.

In past Congresses held in a RSL, it was found useful to provide the players with lunch vouchers; this simplifies the work of everybody concerned. Whether the vouchers are given or sold to the players is a decision to be taken in light of the budget figures.

If you do not provide for lunch, have someone talk to the neighbouring restaurants and obtain menus (and possible discounts) and pin them on the notice board. You will do this especially if your Congress lasts for more than one day; you may also want to include a list of restaurants in your brochure.

If you organise your own catering and if you do not retain a professional caterer, the committee will need the assistance of volunteers and a list of such people is to be prepared in advance and updated two weeks before the event, with an apportionment of the different tasks.

If you provide lunch, you may want to insert a line in your entry form for special dietary requirements of players.

4.1.2.5. Prizes

The scale of prizes quoted in 4.1.2 (a) is valid for a normal Congress. For a Super Congress, the prizes are likely to be higher. Also if you run a large Congress, you may want to introduce special prizes for categories (best local, best restricted, etc). Overall, it is important that a club does not acquire the reputation of being mean with its prizes and a great deal of help will come from the sponsors. The additional prizes do not have to be cash prizes and a local bottle shop can provide help, especially if it can attract some business for lunch and/or dinner.

Note that if you decide to give prizes for categories, players should be able to note their eligibility on envelopes or on result slips as early as possible. Mention should be made of this in the welcoming speech.

4.1.2.6. Technical

The director will be the main source of information on these points and most of the decisions in that respect will be taken by him/her or in close consultation with him/her.

4.1.2.6.1. Entries, processing, dealing with late or incomplete entries

The entries should be collated and processed by one person only. This is imperative.

You are faced with the choice of having all pre-paid entries, all paid on the day or a mixture of both. The mixture is the least recommended solution.

On the entry form, a contact phone number and/or e-mail address for the players will be included so that incomplete entries or mysterious hand writing can be checked. It would be helpful if the person collating the entries has available the ABF players file so as to check the ABF numbers.

Late entries should be accepted only at the discretion of the Convener or Director (consulting each other) in case they help or hinder the planned movement.

Two weeks before the event, it may be useful to phone the players who would have been expected to play and who have not yet entered (a database helps) as well as the clubs who have not sent any players.

The final list of entries will be given to the Director and it would be helpful to include home club membership and MP ranking to facilitate any seeding, especially if you are running a qualifying session of 2 or more sections. This list should also note any special requirements (as in "must sit NS") for players in a wheelchair for instance.

If you run a swiss teams event, give some thought to entering a house team so as to avoid a triangle. The director will decide on the particular form of scoring applicable to this house team.

If you have decided to have pre-paid entries, a list highlighting these will be prepared for the front desk registration on the day.

4.1.2.6.2. Supplementary regulations

A copy of the NSWBA Regulations should be available. They will be applied to splitting ties and systems restrictions. Note that any system restrictions should be advertised on the entry form and repeated on the notice board.

4.1.2.6.3. Appeal committee

Some players (say 3 to 5) should be approached and asked if they would accept being part of an appeal committee. This should be done early enough so that the names of the members of this committee can be displayed on the

notice board. The existence of this appeal committee will be mentioned in the announcement before start of play.

4.1.2.6.4. Cards & boards, bidding pads or boxes, caddies

The decision on the number of boards (and the number of sets) will depend on movement and table numbers. The Director will be able to give an early indication of the numbers required.

The decision between bidding pads and bidding boxes is for the Convener (or the full Committee of the Club) to make; if choosing bidding boxes, ask for 5 more than required, the Director will need them to replace the one knocked about by the players. If choosing bidding pads, order them well in advance, this will allow your sponsor to have them printed with their name and to pay for them.

Caddies are usually not essential but will relieve the Director as soon as there are more than 30 tables and will become necessary if you have more than 50 tables. They will especially pick up results and bring them to the Director, collect the boards and put them back in their boxes and generally speed up the Director's work, making the overall running of the event more efficient. Caddies can also be used to regularly clean cups and discarded bidding pads to keep the place looking tidy.

4.1.2.6.5. Pre-dealt hands, hand records, security

If you decide to use pre-dealt boards, you will need to use a dealing machine linked to a PC or you will need a team of dedicated persons to flush and deal all the boards. It is obvious that these people can not participate in the events for which they dealt. By the same token, a playing Convener should scrupulously avoid the dealing room.

However, you can obtain pre-dealt boards from some clubs. At the time of writing, the NSWBA, the Lindfield Bridge Club and the Double Bay Bridge Centre provide this service for a fee (calculated per board) and you only have to arrange delivery.

The Director will need one copy of the hand records and the arrangements for photocopying the other records will depend on the availability of a copier on site. Think about using a sponsor (whose name will be acknowledged in a header or a footer) to carry the cost of this copying.

If the boards are delivered prior to the event, organise a locked room to store them and KEEP A SPARE KEY with you.

4.1.2.6.6. Scoring & Grading

A computer (PC or laptop) will be necessary and the responsibility for providing this computer has to be resolved early: the Director may want to

use his/hers or the Club may have one on site that can be used for scoring and printing. If the computer is used in the main playing room, a table and chair and a dedicated powerpoint have to be provided.

Note that the Director should be placed near the microphone.

It is assumed that all license fees for proprietary software have been paid.

The scoring sheets on the tables are another opportunity for a sponsor to advertise if arranged well in advance. You may want to use different colours if you run multi section events, so you will have prepared the travelling scoresheets and the teams scoresheet and you will keep a supply of paper to run more copies if needed.

4.1.2.6.7. Choice of movements, number of sessions, qualifying sessions

This will be decided by the Director and the Convener in consultation.

4.1.3. Running the event

4.1.3.1. The day before

Go through the checklist for the cleaners, the catering team, the boards and their storage or delivery, the hand records, the caddies, call the director and ask if there are any last minute requirements, confirm the number of entries, check the playing rooms. Also check with the treasurer that all cheques have cleared properly and that the envelopes for the prizes are ready.

4.1.3.2. Registration

On the day, registration is to take place at or near the front door; a list of entries, highlighting pre-paid ones will be made available to the person in charge of the front desk. A list of delayed or missing players has to be given to the Director as soon as the information is available.

Note that if you decide to have the entries paid at the table, you will not need a front desk registration.

a) Before the start

When the Director arrives, go once again through the checklist, take the boards out of storage, check that the microphone is working properly.

Have a cup of coffee and relax for ten minutes.

b) Start

Welcoming speech (KEEP IT SHORT), announce any catering arrangements and introduce the Director who will, inter alia, announce where is North and where are the toilets.

c) Collecting envelopes

If all entries have been pre-paid, the Director can collect envelopes, if there is money to be counted and numbers to be reconciled, it may be better if a organising committee member be in charge of this task. Whichever solution is chosen, the director must be made aware whether his/her responsibilities extend to money collecting.

The collector will need bank bag, rubber bands, recapitulative sheet and either a cash box or access to a safe or to a bank night safe envelope.

4.1.4. The Closure

At the conclusion of play, try to arrange the prizegiving as quickly as possible to ensure maximum attendance: bridge players have a habit of leaving early or of getting impatient.

Arrange for a photograph of the winners. When announcing the winners, try to get the full names and their clubs.

Thank all the players for coming and invite all of them back next year.

4.1.5. The Follow up

Try to get the results published in the local paper. Send a note to the SMH (to Ron Klinger) and to Australian Bridge at mail@australianbridge.com for their State Reports section

Make a note of some interesting hands and include them in these letters.

Obtain from the Director all results and a description of the format used. If the Director scores by computer, he/she will be able to provide a disk containing the MPs as well as a hard copy of results.

Send all this to the NSW Masterpoints Secretary together with the Congress License Fee and the Director's report and pay the bill when it arrives.

Return all equipment hired or borrowed, including the boards.

If you succeeded in getting some press coverage, send a cutting to all players mentioned and another one to their clubs.

Update your database with all the details of the participating players and write your Convener report for the Club's committee (and for next year's Convener) after consultation with all the members of the organising committee.

Send thank you letters to all your sponsors and inform them of the number of people who were exposed to their advertising

Equipment Checklist for Director

Boards

Table Numbers

Bidding Pads – Bidding Boxes

Pencils – Pens

Travellers – Team score sheets

System Cards – Personnel Scorer

Teams Result Pick up Slips

Envelopes / slips for names, ABF No, Entry fees, categories

Movement Guide Cards

Requirements for wall display of results

Prize money envelopes

Timer

Equipment Checklist for Convener

Scissors

Sticky Tape

Blu Tack

Paper

First Aid Kit (or equivalent supplies)

Name Tags / Stickers

Marker Pens

Extension Cord , Double adaptor

	ACTION	TIME
1	Decision to run a Congress; check date approved decide upon a Director, confirm booking of Director	18 months
2	<u>General Planning 1</u> ;, Decide upon a venue, make booking, establish a budget, appointment of Convener; selection of Congress Committee	18 to 6 months
3	<u>General Planning 2</u> : confirm Congress Committee, define area of responsibility, work out and check instruction for all members of committee; Decide upon catering (if professional caterer, need booking)	6 to 2 months
4	<u>Preparation 1</u> : Design flyer, organise printing, organise distribution of flyers. If using professional cleaners, booking If need extra tables & chairs, arrange now	4 to 2 months
5	<u>Preparation 2</u> : Press release in local press , contact AB and ABF Newsletter, distribute first round of Flyers	4 to 2 months
6	Equipment: organise the boards, decide on pre- dealt hands, organise the dealing or the hiring	8 to 6 weeks
7	Entries: collate	4 to 1 weeks
8	Phone calls: ring around to boost numbers	2 weeks to 4 days
9	Prizes: prepare envelopes	1 week
10	Equipment: have all scoresheet, bidding pads or boxes ready and stored away.	1 week
11	Director: seeding field and sections Pick up boards and store, copy hand records	3 days
12	Catering: final check Pick up extra tables & chairs	3 days
13	Playing rooms: set up	2 to 1 day
14	Registration area set up	1 day

4.2. Normal Activities

The normal activities of a Tournament Committee will consist of overseeing and supervising the following areas:

- (a) Schedule of events and congresses;
- (b) System regulations;
- (c) Appointment, training and control of directors;
- (d) Teaching (except if your Club enjoys the luxury of a special Teaching Committee)
- (e) Supplementary Regulations
- (f) Appeal Committee, rules and composition
- (g) Rules and Ethics Committee (except if your Club considers this committee to be independent from the Tournament Committee).

4.2.1. Schedule of Events

This is mainly the drafting of the Club's programme, which will usually be heavily inspired by the previous year's work. The Committee will need to be aware of some deadlines especially with reference to congress approval, which need to be supplied by June 30th each year.

Also, the preparation of the state congress calendar (present co-ordinator is Pauline GUMBY, c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010. Ph (02) 9744 1555, Fax (02) 9744 1655, e-mail calendar@nswba.com.au) requires a list of all open events run by or at your Club to be provided by July each year.

4.2.2. System Regulations

The Club may elect to impose system restrictions for some events it runs (or for part of events as in no yellow system in qualifying and in plate, but no system restriction in final). It is obvious that these restrictions must be advertised on the entry form if they are particular to an event.

If, on the other hand, these restrictions are part of the Club's general policy, they must be advertised in the Club's programme and must also be displayed prominently in the Club rooms so that visitors can become aware of them quickly.

When the Club runs an open event, and system restrictions are in place, it will be a good idea for the Director to announce that fact before the start of play.

The Club might want to check with the State Association Tournament Committee that any system restriction it proposes to adopt are compatible with this Association regulations.

4.2.3. Directors

Each state has its accreditation scheme for directors, administered by the state association. Your club will use mainly directors accredited at club level, only needing directors accredited at congress level occasionally.

4.2.3.1. Training

The best way to train a director is to have him/her direct as many sessions as possible with as wide a variety of table numbers and standard of play as possible. To quote R. Grenside "Tips for the aspiring director",²

Experience is the greatest teacher and as long as we are all prepared to keep an open mind and accept the fact that there are contentious rulings with many interpretations, then the role of director can only improve.

If I was asked about the lessons I have learnt over the past years and what I would consider to be the most important, my number one choice would be the recognition that the director is the mouthpiece of the Law Book and Sponsoring Organisation and thus should separate himself from personal opinions, rulings and, above all, assumptions.

Following on from this, a director should never make a ruling unless he is able to back up his decision with law, this means he is able to refer his decision to an actual law number.

It should be remembered that the state associations organise director courses and workshops. It would be in the interest of all clubs to make sure that they have enough accredited directors to cover all the events they run as well as the directors being able to cover for one another in case of absence.

Information is available from NSWBA Phone 9264-8111, Fax 9264-6881, e-mail office@nswba.com.au

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² Paper presented at a director workshop organised by the Lindfield Bridge Club in September 1994.

4.2.3.2. Playing Directors

The essence of being a playing director is that you are a director who happens to be playing to complete a table or to avoid a sit out. Hence the mind of the playing director should be 75% on the movement and only 25% on his or her play.

If anything, this is unfair on the director's partner.

It is obvious that the role of playing directors is complicated by the fact that they will receive some information on hands that they have not yet played while giving a ruling. In that case, if the director happens to be declarer, it would be a good idea to ask partner to play the hand. When director is dummy (which should happen as often as humanly possible), it is better to go and have a look at what is happening at the other tables, especially checking the slow pairs and reminding them of Virgil³ rather than becoming engrossed in the hand that partner is playing.

It should also be reasonably obvious that a playing director should not hold up the movement by falling in love with a hand and forgetting to call the move.

It is a matter for each director to decide, but the masterpoints, if any, earned by a director while playing should probably be waived.

4.2.4. Teaching

This paragraph was written by Lynn Kalmin, Teaching co-ordinator, The Lindfield Bridge Club.

4.2.4.1. Teacher's selection

A teacher in a large club must be experienced; skill with beginners are perhaps the hardest to acquire and, in any club, this must be the most important area. A club takes on a teacher with a track record in this field. The teacher can then assess the needs of the club and of its members and organise the course accordingly.

4.2.4.2. Programme structure

A course for beginners should be structured so that students can actually play bridge at the end of the course. They should have a working knowledge of all one level opening bids and responses, 1 NT opening and responses with balanced and unbalanced hands. Overcalls and take out doubles are also

³ Fugit irreparabile tempus

covered. Students actually understand what the game is about, can score properly and understand bridge terminology.

The optimum number of lessons is 8 as it is very difficult to teach bridge in less. It should be noted that if pupils are really interested in learning the game, they should be able to set aside 8 weeks to study. Such a beginners' course can probably not be divided into modules whereas a course for intermediate players could.

4.2.4.3. Target population

Any large and vibrant club should offer some sort of teaching programme that will suit the needs of most members. Constant beginners' courses are essential, with other programmes to suit the needs of Intermediate and more advanced players.

4.2.4.4. Material

A teacher will develop his/her own material over the years. However there are some textbooks written by renowned bridge journalists and players that rank among the best available anywhere in the world. Some of these books are for beginners and some others can be recommended to students when they advance beyond that level.

4.2.4.5. Balance

The course should provide a balance between bidding and card play. The lessons should be very practical, students being in possession of cards most of the time, looking at them, bidding with them and, ultimately, playing out the hand.

Each lesson is accompanied by 4 pre-dealt hands; they conform to the bidding being covered in that lesson but, at the same time, will cover a particular feature of play: drawing trumps, setting up long suits, ruffing losers in dummy, etc. Only one theme is covered per lesson.

The balance between play and defence is more difficult to achieve at a beginner lesson as the only defensive issue with which they come to grip is leads. In intermediate lessons, one balances the various aspects of the game. During workshops, areas like simple signals and discards are covered.

4.2.4.6. Input and Efficiency

The teacher ought to seek input from members and consult the supervised and improving players when planning a course of lessons.

The most obvious efficiency measure of a lesson is the number of students making the transition to players. However, the teacher and the Club must be realistic, not everyone is cut out to make this transition, some will not take to the game and other will simply not have the ability.

A Club should try and make sure that new players remain in the game and the supervised sessions is a great tool to ensure that they do.

Supervised sessions can be combined with short lessons, quizzes and worksheets and will be successful if the Club provides a congenial environment. The tournament committee of the Club can organise some restricted events or a restricted section within a main event to give these new players some experience without the trauma of going directly from lesson to unrestricted duplicate.

4.2.4.7. Ethics

The teacher should try from early on to give pointers on ethics. It is never too early to learn and any opportunity to preach active ethics should be utilised. It is probably better to teach by example, but, if it is known that there is a problem with a particular player, the teacher can talk about this problem in a very general way during one of the lessons or prior to a supervised session.

4.2.4.8. Conventions

The teacher should try as many approaches as possible, thereby attracting many different players. A set of hands can be prepared to stimulate partnership discussion on a number of treatments that arise during sessions. There are certainly some conventions that are evergreen and very popular such as transfers for intermediate players and Multi Twos for the more advanced. The teacher should try anything that will stimulate the desire to learn and improve.

4.2.4.9. Fees

There should be no such thing as a free lesson: if your product is good, then it is worth buying.

A reasonable charge would be \$10.00 per lesson, which would make a beginners' course worth \$80.00. It is unlikely that \$80.00 over two months should prove a serious deterrent to someone **really** wanting to learn.

4.2.5. Supplementary Regulations

These regulations will be implemented with a view to providing a set of rules for events held within the Club. They are not intended as a replacement for the standard regulations of your state association, but as an adjunction to them.

For instance, these supplementary regulations can cover the following areas:

- Substitutions rules for multi sessions events, with a limit on the number of substitutes allowed for each competing unit. Some smaller clubs will find it

difficult to enact too strict a set of rules for an event that runs into four or five weeks as the number of members will pose some constraints.

- Rules for breaking ties, especially for pairs events that have a final session and for all form of teams competition.
- System cards: the Club may design its own card, adopt the ABF standard card or leave it to the members, but it should be in the regulations that each partnership should have at least one copy of their system card on the table.
- Alerting regulations: any departure from the ABF alerting regulations.

All these supplementary regulations ought to be advertised in the same way as system restrictions for both the members and the visitors.

4.2.6. Appeals Committee

This committee is not the luxury that some clubs believe, especially since the director can now refer one of his/her decisions to appeal without waiting for the players to do so. It should be noted that the Appeals Committee members do not reach their decision via the same path as the director "as (in the words of R. Grenside) their pathway to their decision [is] based on a far more comprehensive interrogation of all the facts".

Some members (say 5 to 10) should be approached at the start of the year and asked if they would accept being part of an appeal committee. The names of these players would be posted on the notice board and some sort of roster would be established with a view of having 3 to 5 members available for each event.

In the case of an appeal, the non-involved players would be selected as part of the committee. The existence of this appeal committee will be mentioned in the announcement at the start of the event.

It is probably a good idea to have players of different standard in the appeal committee as the standard of the players involved at the table can make a great deal of difference in the approach taken to the director's decision and to any adjustment thereof.

The following is a reprint of the NSWBA Appeals Rules:

1. In these Regulations, representative of the Appeals Committee Chairman shall mean the Convener of the event, or, in his absence, any Deputy appointed by the Convener, or if there is no such Deputy, any member of the Council who is present.

2. All appeals must be submitted through the Director on the prescribed form within 30 minutes of the official score being made available for inspection. The grounds of the appeal must be clearly stated.
3. All appeals must be submitted to the Appeals Committee Chairman (or his representative) by the Director as soon as possible after being informed of the appeal.
4. All submission to the Director shall be in writing setting out:
 - 4.1 The facts, including all relevant hand records;
 - 4.2 The players identified by name and pair or team number;
 - 4.3 The grounds of the appeal and any other submissions of the players concerned;
 - 4.4 The law or laws which the Director considers applicable;
 - 4.5 The Director's decision
5. The Director shall supply one copy of his submission to each of the parties concerned in the appeal and shall specify a time within which they may make further submission in writing.
6. The Appeals Committee Chairman (or the Convener of the event if notified of the appeal) shall forthwith constitute a committee of not less than three members from available experienced players, appoint a Chairman (usually himself) and designate a time for hearing the appeal. No person having an interest in the outcome of the appeal shall sit on the committee. As far as possible the appeal shall be heard prior to the next session of the Tournament in question, but in any event after the time limited for further submissions.
7. The Appeals Committee Chairman (or his representative) shall be responsible for ensuring that each member of the Appeals Committee receives a copy of the appeal, notice of the time and place of the meeting and any other necessary facts.
8. In cases where there is a serious dispute as to the facts, the Appeals Committee Chairman (or his representative) may arrange for the immediate taking of oral evidence if this is likely to assist in clarifying the facts for the Appeals Committee.
9. The Appeals Committee may seek further evidence from any of the players involved, or any other party as it sees fit.
10. The decision of the Appeals Committee shall be by majority and, in the case of equality of votes, the Chairman shall have a casting vote.
11. One copy of the decision of the Appeals Committee shall also be filed in the appeals file. This copy of the decision is for record purposes only.
12. These rules may be departed from by the Director or the Appeals Committee Chairman (or his representative) where circumstances dictate such a

departure and in particular when justice requires a more speedy resolution of the appeal than these rules allow. In such case, the conduct of the appeal shall be in the hands of the Chairman of the Appeals Committee, but, as far as possible, the following shall apply:

- 12.1 An oral hearing shall be held with the Director appearing before the Appeals Committee in the presence of a representative of each party to explain the facts and the ruling given
- 12.2 Each party shall have the right through one of its members to address the Appeals Committee after the Director's report, to dispute any facts or to make any submissions
- 12.3 The Appeals Committee, once it has heard the Director's report and all submissions and any other evidence it deems necessary, shall retire to consider its decision.
- 12.4 The decision of the Appeals Committee shall be communicated to the parties through the Director and a written record thereof shall be filed in the Appeals file.

4.2.7. Rules and Ethics

This sub-committee will deal with all complaints regarding attitude and behaviour as opposed to technical complaints about bridge itself. The complaints may be brought by members or by a report of the ombudsman if your Club has one.

The chairperson of the R&E Committee will report to the main Club Committee if the seriousness of an offence or the frequency of lighter offences so require.

In essence, the R&E committee deals with etiquette, manners and properties.

The following is reprinted with kind permission of the Lindfield Bridge Club and is extracted from the chapter "Bridge Etiquette" in this Club's programme:

Basic Manners

Be courteous at all time to partner and to opponents.

Avoid using language and acts of temper that could be embarrassing to any other person.

The use of vulgarisms or obscenities is discourteous.

Use only the prescribed method for calls and avoid any variation in form for a call.

Refrain from criticising the bidding, the play, the distribution of the cards, and, most important of all, your partner.

Compliments to the opponents are always welcome, but refrain from complimenting your partner until opponents have left the table.

Postpone discussion of the hand until the round has been completed, and limit discussion to avoid delays.

It is rude to leave the table before the move is called, and it is equally rude to be late for the next round.

The Auction

The continuing of a conversation while sorting a hand is considered to be an impropriety

The Play

Do not give advance indication of expectation to win or lose a trick

No player is permitted to comment as to the number of tricks yet required for the success or defeat of a contract.

It is considered unethical to stare at your partner or your opponents, or to watch them closely for the purpose of determining the position in the hand from which a card is extracted.

You are ethically bound to avoid taking advantage of the information gained from a partner's wince, grimace or other facial expression.

You are expected to be "bridge-faced" (less expressive than poker-faced) but this does not mean that you may not smile and be pleasant.

Once the dummy's cards are properly on the table, Dummy may only touch them when instructed by Declarer.

Explanations

If you become declarer or dummy, you should offer to give a full explanation of your auction if it contains alerted or self-alerting calls.

5. The Masterpoint Scheme

5.1. Overview

ACKNOWLEDGEMENTS

This is a reprint of a paper published by David ANDERSON, ABF Masterpoint Secretary, in the ABF Newsletter, No 66, June 1997.

Masterpoints are intended to be a measure of achievement, whilst also providing the principal source of revenue for the Australian Bridge Federation. The scheme is administered by the ABF Masterpoint Centre in Perth, where details of all player accumulated credit are recorded. Masterpoints may only be issued through clubs that are affiliated with the ABF.

Masterpoints are awarded whenever a player has a successful session. In duplicate events, the top half of the field receive points, first receiving a multiple of the number of tables, second 70% of the winners' award, third one half of the winners' award, fourth one third, etc. Session awards are given to the top half of the field, rounded down.

In teams scoring events, provided each match is of at least seven boards, masterpoints are awarded for each match won – if the matches are shorter, the event is masterpointed in the same manner as a pair event. For masterpoint purposes a match is regarded as a draw if the final margin is less than one fifth of the number of boards, e.g. for a 14 boards match, a team receives a full win if they win by three or more IMPs, both teams receiving half the winners' award if the margin is two or fewer. The total masterpoint awarded for a team session are deliberately much higher than those for a similar attendance at a duplicate session.

Final placing awards, for competitions run over at least two sessions, are also given, the award being determined by the number of table and sessions. In pairs events, final placing points are awarded to the top half of the field, whilst for teams, final placing points go to the top third of the field, rounded up.

Three types of masterpoints are issued:

Green points are issued at regular club sessions, usually at a rate of 1.5 – as an example, the allocation of each winning pair in a club Mitchell movement pairs is three times the number of tables.

Red points are awarded at State Championships and Congresses, with respective allocation rates of 2.5 (3.75 for Super Congresses) and 5.0. Each club is also given a number of red point sessions, which are also allocated at the rate of 2.5. The number of sessions awarded to each club is determined by its number of registered players, together with the total green points allocated.

Gold points are only issued at National Championships and Selection events, such as the National Open Teams, or the Grand National Open Teams. These events usually attract awards at the rates of 5.0 or 10.0.

MASTER RANKINGS			
Rank	Minimum Requirements		
	Total	Red & Gold	Gold
Graduate Master	2		
Club Master	5		
Local Master	15		
* Local Master	25		
** Local Master	35		
Regional Master	50		
* Regional Master	100		
State Master	50	25	
* State Master	100	50	
National Master	150	75	
*National Master	200	100	
** National Master	300	150	
Life Master	300	180	30
Bronze Life Master	400	240	40
Silver Life Master	500	300	50
Gold Life Master	750	450	75
Grand Master	1,000	700	200
Silver Grand Master	2,500	1,900	600
Gold Grand Master	5,000	4,000	1,400

Note from the Editor: this table as been updated as per masterpoint scheme changes of January 1998.

As you can see from the above schedule of master rankings, at the lower levels, the colour of the masterpoints earned does not matter – you can be a Regional Master (50 points) whilst having only green points. However, to qualify for a State Master ranking or beyond, a player must have a minimum number of red masterpoints. To qualify for a Life Master ranking or higher, a player also requires a minimum number of gold points.

Club Red Point Sessions

Each club is also to run a given number of red points sessions. Whilst these red points sessions may be used for single session events, the red points allocated to a club's members can be increased by combining some or all of the red points sessions into a multi-session competition, e.g. a club's annual pairs championship. In this manner, contestants receive both session awards and final placing points. At my own Association, practically all sessions are part of a competition, e.g. Monday morning June pairs, best three scores from the four available sessions. The minimum allocation of red points sessions is six, to enable every club to run an annual club championship as a red point event.

Foreign Players

The respective Masterpoint Schemes differ greatly from country to country, so credit for points earned overseas (with the exception of New Zealand) cannot be given. However, foreign players who take up permanent residence in Australia may, on application, be granted a sufficient number of points to give them a ranking equivalent to that held in their home country."

5.2 The Masterpoint Centre – Perth

The Centre is managed for the ABF by John HANSEN. His address is:

John HANSEN
National Masterpoint Centre
PO Box 2172
CHURCHLANDS, WA, 6018

Phone/Fax (08) 9204 4085 (W)
e-mail info@masterpoints.org.au
Web Site www.masterpoints.org.au

Ud8/1/05

5.3. Masterpoint Procedures

Acknowledgements

This paragraph is based on the ABF Masterpoint Scheme booklet, 6th Edition, January 1998.

We also would like to acknowledge the help of Judi WRIGHT, former NSW State MP Secretary.

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5.3.1. Grades of Club Events

The club events are split into six grades as follows:

Grade E: basic grade, default option for all tournament. (Points: green)

Grade F: supervised play. There is a limit of two points per player under this scheme. (Points: blue)

Grade D: Club championships; every participating club may run three events each year as Championship (Open Pairs, Open Teams, Master Pairs)
Note that club championships can be run as B4c events.

Points: green

Grade C: Regional Championships, under supervision of State MP Sec. (Points: green)

Grade B4c: Special club event. Must be conducted during normal club session (ie not as a special week-end event) and must be advertised only within the club.

Limit of six such sessions per calendar year.

Points: red

Grade B5i: Tournament played between two or more clubs. Limit of five such events per calendar year, limit of number of sessions per event (2, 3 or 4).

Points: red

5.3.2 Grade of Congress Events

The congress events are split into five grades as follows:

Grade B5: Events within a B4 congress, walk in events within B3 congress

Grade B4: Congress controlled by state association with conditions regarding inter alia the number of sessions and the Director's accreditation level; also minor events within A3 congress

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Grade B4: Tours & Cruises

Convener must be authorised by State MP Sec.

Grade B3: Super Congresses

Controlled by State Association after approbation of ABF with conditions regarding inter alia the pre-dealing of boards and the Director's accreditation level; also minor events within A3 congress

Grade A3: ABF Super Congress

Controlled by ABF

5.4. Masterpoint Scheme: the Practicalities

5.4.1. Red Points Events - Procedures

As soon as a red point event is completed, the results are to be sent to the State MP Secretary together with a Grade B4c Summary Sheet, which the club receives from the MP Centre in Perth. At the end of the quarter, all the events are mailed back to the Club, which can complete the CPAR (Club Player Awards Register) and send it to Perth.

If the Club is sending a computer disk or an e-mail file, the program ABFCHECK must be used (or the Option 3 of the NATIONAL program). This will enable the Club to ascertain the number of points in the file and to check with the total approved by State MP Secretary.

When you use ABFCHECK, a text file is automatically created with an extension ".TXn" where "n" is 2 for red points, 3 for green and 5 for a combination of both. This small file should also be sent to Perth with the masterpoint file to confirm the club's use of the checking program and to save on paperwork.

5.4.2. Single sessions events

a)- Mitchell and Howell movements

The following information is needed at the top of the result sheet: date, number of tables, type of movement, number of rounds and number of boards per rounds.

All pairs should be listed in result order with their total score, and the ties should be marked clearly. Using a computer to score, simply set it on club red points.

b)- Individual movements

The requirements are similar to pairs movements.

5.4.3. Multiple sessions events

a)- Qualifying sessions

For each qualifying session, the procedure is the same as for a single session event.

b)- Finals

If the final, plate and consolation are played as only one round, no further results are required.

If the final, plate and consolation are played over two or more rounds, each of these sessions will need a separate result sheet and an extra sheet will be needed for the overall result of each of these sections.

c)- Event without finals

Some club will run an event over a long period, where not all pairs will play in all sessions.

In such a case, State MP Secretary needs, on top of the normal result sheet for each session, an overall result sheet listing all pairs having participated in the event and a total result. If there are some conditions in the event (such as best 5 scores of 7 rounds), these should be mentioned in the event description.

5.4.4. Graded events

If the club runs an event that is restricted to certain masterpoint rankings, and if it involve players of more than one ranking, then the club must calculate the median rank.

This will be used to determine the master factor to apply to the event.

For B4c events, the master factor applied to standard masterpoints is given by the following table:

Rank	Graduate	Club	Local	Regional	State	National	Grand & Life
Factor	0.50	0.65	0.80	0.80	1.00	1.25	1.50

The median is the rank such that there are as many players with rank equal or greater than players with rank equal or lower. If you have a field of 16 players and list them in order of MP ranking (ascending or descending, it does not matter), then the median ranking will be the ranking of player No 8 ½. As this player is fictitious, you will take the average of the factors corresponding to the rank of players No8 and No9.

If the field is composed of 5 Life Masters, 10 National Masters, 12 State Masters and 1 Regional Master, then the median is National Master.

If the field is composed of 19 Life Masters, 12 National Masters, 4 State Masters and 1 Regional Master, then the median is Life Master.

If the field is composed of 2 Life Masters, 6 National Masters, 6 State Masters, 14 Local Masters and 2 Club Masters, then the median is Local Master.

The median should not be confused with the average as it is only influenced by the numbers of players within each rank, not by the weight of the ranks themselves.

If your club run these events, the median rank must be mentioned on the result sheet.

5.4.5. Teams events

The masterpointing of the teams events depends on the number of boards per match and the number of sessions in the event.

a)- Matches with less than seven boards

If there is only one session, the masterpointing will be similar to a Howell movement.

If there are more than one session, masterpoints are not awarded per victory but per session, so each session will have its own result sheet. Note that the possible substitutes must be shown on the result sheet as well as the sessions in which they played.

b)- Matches with seven boards or more

If there is only one session, masterpoints will be awarded per win.

If there are more than one session, masterpoints are awarded per victory, but also for the overall position at the end of the event. Note that if there are more than 4 players in a team, each must have played at least 40% of the boards of the entire event to be eligible for overall masterpoints.

6. Computers

ACKNOWLEDGEMENTS

We wish to acknowledge the help provided by:

Ian McKINNON for the permission to reprint the documentation relating to ASE;

Martin WILLCOX, for the permission to reprint the documentation relating to MasterScore;

Leiv BORNECRANTZ, for the permission to use the paper he published in Australian Bridge, April 1999.

6.1. General

As far as a bridge club is concerned, computers are applied to three different fields:

- Scoring for use by directors
- Accounts for use by Treasurer
- Administration & Database for use by Committee (and especially the Secretary)

Despite only the first use being specific to bridge clubs, we shall quickly mention the second and third use, to highlight the requirements of a club.

Two scoring and masterpointing programs will be presented, ASE and MasterScore. These two programs are functionally similar in so far as they handle all the requirements of a club as far as movements definition and scoring are concerned, and summarise the masterpoints on a quarterly basis, creating a file that can be sent to the ABF Masterpoint Centre in Perth.

The following is extracted from of a paper published by Leiv Bornecrantz in Australian Bridge April 1999, pp33-36

1. Introduction and History

With this article I intend to discuss the relevance of Computers to Directing and Club Administration.

A notable fact for the historians is that the Bridge Association of WA successfully scored an event using a computer (main frame or mini) on or about 1975 using punched cards as the media, all marketing, design and implementation courtesy of one Paul Cantoni, now an independent IT contractor in Sydney.

However, Ian McKinnon can claim to have scored events well before most people around the world. Until it is refuted Ian would claim the largest events scored (match pointed) by computers as well as being the earliest. In Australian Bridge February 1974, page 28, was a report on the 1973 Australia Wide pairs conducted in September 1973, and that 416 table event was scored by computer (with a top of 830). The scoring was done on a Honeywell Computer (Ian's employer at the time) and the program was written by Ian. The last one of these events was run by Ian about 1980 at around 1000 tables, and certainly was the biggest event of its type around the world. Most other large events were scored other ways. When Ian told the ACBL officials of this event in 1983, ACBL were most surprised and impressed. The Americans had done nothing like it, ever.

Leiv Bornecrantz now points out that use of computers by bridge clubs has three sets of consequences:

1. Consequences for Directors

Highlighted is the ease with which movements can be tailored to the number of tables and the condition of the contest by using "users defined" movements. Also it becomes easier to deal with late arrival, fouled boards, players' (or director's) mistake in boards movement and there is an automatic factoring function.

2. Consequences for Clubs

There are two main areas where computers can tremendously assist a bridge club:

The first one is the ability to produce instant results for any event (i.e. within 10 to 15 minutes if the end of the session), "*the main boon and expectation of computerised scoring.*"

The second one is the possibility to use the database facility to record information on players (such as "frequent visitor" or "un-financial member"), possibility which helps the Club administering its membership.

The other application is for congresses when the speed of adjustment the computer provides will help the convener and the congress director to deal with any emergency.

3. Consequences for Stationery

In Leiv Bornecrantz's words, *two pieces of stationery need a drastic re-design, the "pay-envelope" and the scoresheet*".

"Now, in the computerised clubs, the pay-envelope, an envelope that requires the players to enter ABF/Club number or name, amount paid and change required and, of course, to put money inside, has almost automated the function."

As far as the scoresheet is concerned, Leiv Bornecrantz asserts, quite rightly, that once the movement is defined by the starting positions and by the order in which the travelling pairs move, the only essential information is the NS score, entered as a positive or negative number. Everything else is either irrelevant for scoring purposes or can be derived from the movement definition.

However, this assumes that no mistakes are ever made by the players who enter the score. So if your clubs wants to take advantage of the performance of your new computer and design its own scoresheets, with the club's name and logo, it may be safer to provide room for the contract, the declarer and at least NS pair number.

5. Conclusion

Bridge Players of today are more expectant and demanding than in the past when all bridge clubs were non-profit and run by the members for the members. Clubs are now bigger, more impersonal and have to compete with profit making clubs that provide excellent service (cappuccinos and lunch), suitable stationery, instant computer scoring, hand records and servile directors⁴.

A bridge player should have the right to expect that the scores should be available within ten/twenty minutes of end of play whether the director is playing or non-playing. It is an insult to bridge players of the 21st Century to have the computer locked up in the office as a precious asset and the scores provided at a later date: the player may never return to inspect his/her score/s. The waiting time provides time for social intercourse, some clubs have bar facilities that are well patronised during the scoring lull.

⁴The customer is always right, a concept that may slowly catch on in bridge as entrepreneurs flourish.

6.2. ASE Scorer version 7.0

ASE Scorer Version 7 is a programme developed by Ian McKinnon of Application Software Engineering Pty Ltd. for scoring pairs and teams events using the IBM PC or clone running DOS, DOS Extended or OS/2 operating systems. A new version, (Version 8) which is compatible with Windows software is in the final stages of development. Further information can be obtained from the ASE website (www.ase.computing.com) or from Ian McKinnon (ian@asecomputing.com)

The description which follows is written by Ian McKinnon and based on Version 7.

QUICK DESCRIPTION

This version is a result of developments of the previous 6 versions of the ASE Scorer over the past 14 years. It is the result of the needs of the most demanding organisers, club managers and tournament directors around the world. It is currently used in at least 10 countries around the world.

PRODUCT DESCRIPTION

ASE Scorer 7.000 is a collection of programs that are controlled automatically from the menu selection screens presented to the user. It gives the user the ability to define and modify movements used in all events they are likely to conduct. The system handles the simplest of situations such as the one night session with one section, up to the most complex events involving numbers of sessions and numbers of sections in each session.

Ease of use is paramount, but at the same time offering extensive variations all controlled by parameters. All parameters may be changed as the user requires.

Various event types may be conducted including Pairs, Swiss pairs, Teams and Swiss Teams.

The scores achieved by the players are entered in a format that is required by the organisers of the event. Scores may be entered in a shorthand form such as +620 or in a longhand form such as 4 SPADES by WEST 10 tricks. All unusual situations the Tournament Director might encounter are handled automatically and simply. For example switched pairs or fouled boards are each handled with one keystroke. The W.B.F. formula for fouled and adjusted scores is used.

The processing of the scores is done automatically by selecting the appropriate option. Only the sections that have been changed are scored. It produces a meaningful result irrespective of the number of scores available.

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The system handles multiple sessions, producing reports including carried forward score, total scores and the players names. Handicaps may be applied to all results.

Player details are maintained easily. The details recorded include name, address, 'phone number, membership number, member type, masterpoint rank, date last time in the club, and membership paid-to date. Various reports are available.

HARDWARE REQUIREMENTS

ASE Scorer 7.000 is intended for operation on the IBM PC, PC XT, 3270 PC or PC AT and true compatibles. As a practical matter, nearly all of the PC workalikes are perfectly compatible with ASE Scorer 7.000. Both colour and monochrome displays are supported.

BIOS compatible machines utilising MS-DOS are supported using BIOS calls to supply display management instead of the default memory-mapped video. ASE Scorer 7.000 supports both true compatibles and BIOS compatible machines.

Version 7 runs under MS-Dos 2.1 or greater (or equivalent PC-Dos or DR-Dos) It will run under Windows as a text display (not GUI). Mouse is not supported. A hard disk is desirable, though a floppy based system is possible. The system occupies a little over 1.5 Megabyte of disk space. Data files will occupy further space. 520Kbytes of free memory are required when running the ASE Scorer under native DOS.

If you find you cannot trim your memory overheads, and ASE Scorer will not fit in memory, then less memory is used with special smaller run time options, but at the loss of the help system.

There are special run time options to operate in Extended memory or OS/2. In these cases memory limits are no longer applicable.

MOVEMENT DEFINITION

ASE Scorer 7.000 supports all movements. Any section being scored is defined simply and all pair numbers, board numbers, and table numbers are generated automatically. All variations from the normal are applied easily.

Therefore all keyboard entry of the players scores are limited to the minimum. No pair numbers or board numbers are ever entered.

An event may have many sessions and each session may have many sections. The sections may be scored independently or combined, scoring "across the field". The results of all sessions may be combined to produce a winner of the event. Total scores or adjusted scores may be carried forward from one event to the next. The player pairings and names are automatically passed from event to event.

The simplest event is a single section played in one sitting. Even so, ASE Scorer 7.000 handles the most complex situation you are ever likely to encounter. The only limit to the number of tables is the available memory on your computer. The shareware version is limited to 400 pairs or teams.

ENTERING PLAYERS' SCORES

The screen displays all the scores of the current board or round. You may switch between the current board and the current round by pressing one key. Scores may be entered in a "shorthand" method or a "longhand" method.

The shorthand method involves entering the score less the last zero followed by a + or - key. For example to enter North-South plus 620, simply enter 62+. To enter East-West plus 450, simply enter 45-. ASE Scorer 7.000 checks the score entered is valid for the vulnerability of the board. It also warns you when the score entered is unusual.

The longhand method allows you to enter the complete result, with ASE Scorer 7.000 supplying actual score. For example to enter 4 Spades by North making 10 tricks, simply enter 4SN10 followed by the key. ASE Scorer 7.000 automatically supplies the +620 or +420 depending on the vulnerability of the board.

In either method you may use optional score verification. In the shorthand method you enter the total of all scores at the end of each board or round and ASE Scorer 7.000 verifies the total matches the scores entered. In the longhand method you enter the score in addition to the contract and tricks made. ASE Scorer 7.000 checks the score to be valid.

On boards where the scores are the same, the score may be repeated by pressing In addition a score may be saved for repeating at later tables.

All the Tournament Director's awards may be entered with ease. Each such score is selected with FUNCTION keys. The simplest case is the passed-in score which is selected by pressing F10. The other special scores are:

- 1. Average score.*
- 2. Award specific percentages to both North-South and East-West pairs.*
- 3. Award specific matchpoints (or in the case of Butler scoring, IMPs) to both North-South and East-West pairs.*
- 4. Force in a score that is otherwise invalid on the board.*
- 5. Award two scores to the one result. One score is entered for the North-South pair and one for the East-West pair. Average, Average plus or Average minus may be awarded to either pair.*

Any unplanned problems are handled simply:

- 1. The North-South and East-West pairs may be switched on any entry, by a single keystroke. (Pairs do sit the wrong way occasionally).*

2. *The number of any board may be changed. This automatically changes the vulnerability on the board. (The boards do get mis-placed occasionally).*
3. *Any pair may be changed to any other pair playing in the same session. (Pairs do sit at the wrong table occasionally).*
4. *Any number of scores on a board may be fouled. You indicate that the entry is fouled by pressing one key. The A.C.B.L. (W.B.F) formula for fouled boards is applied during scoring.*
5. *Where a movement is changed after some scores have been entered, you may save those scores away to load back into the new movement.*

CALCULATING THE RESULTS

The final results may be calculated with various methods. The most common is matchpointed pairs (with options to use single, double or signed matchpoints). There is Butler IMP scoring comparing the pairs' scores with the middle score or the average score or the average of the leading pairs. Then there is the Epson percentage scores used in many large competitions.

The unusual Percentage IMPs scores are used where the pairs % score has 50 subtracted to produce a percentage IMP score, which is usually converted to Victory Points. Finally the old total point scoring is available.

Note the "Percentage IMP" scoring method is not commonly known. First matchpointed percentage scores for all pairs are produced; then the % scores of the pairs have 50 subtracted to produce the percentage IMP score. This is usually used in conjunction with accumulating Victory Points to produce a VP result from matchpointed pairs scoring. See Australian Bridge, February 1994, page 56 where a letter from Richard Grenside explains the usage.

Note on "Leaders Butler" scoring. This is only viable in Swiss pairs. It only uses the leading tables in determining the Average datum score. The number of tables is entered as an option on panel 4204.

When you are conducting a barometer movement you may elect to score after each round, rather than all the boards. The reports show the carried forward scores, the last round scores and the totals.

You may elect to score a session at any stage. For example you may have entered 40 to 60% of the results for all boards (say you enter the available results during rounds 6, 7 and 8 of a 13 round event). When you request ASE Scorer 7.000 to score a session it calculates a meaningful result. All boards are factored to a common number of results and all pairs are factored to results from a common number of boards. At the end of the session you would enter the remainder of the results and produce the final scores.

You may score the event without any reports, or you may select one or more of the available reports:

1. Board report.

This report shows the match point or IMP scores awarded to each result on all boards. This report is produced in one of three formats depending on the detail you require. (a) Frequency report, (b) Shorthand report or (c) Longhand report. In addition this report may be limited to specific board sets.

2. Pairs report

This report is intended to be given to the players. A separate report is produced for each pair showing their results at each table, their opponents and their match point scores.

3. Provisional report

This is a brief report showing all the scores of the pairs in the current session. This should be produced at least once in each session as it shows the breakdown of each result with special awards and adjustments shown separately. It highlights missing scores.

4. Session report

This is a summary of the scores achieved by all the pairs in the current session, showing percentages, masterpoints, the players' names and optional handicap results. It may be in pair number order or in the order of the results, first to last.

5. Event report.

This report is only produced when you have a multi-session event. It shows the brought forward score, the previous sessions, last session and total scores as well as names and masterpoints. It may be in pair (team) number order or in the order of the results, first to last.

You may score a session "across the field" where there are many sections, or you may score each section separately.

Masterpoints may be produced automatically or you may enter them manually.

Carried forward scores may be passed from one event to another. The pairings of players may be transferred from one event to another. Regular pairs in weekly sessions are easily moved from last week session without the need to re-enter their names or player numbers. Pairs that miss a week of play may be left on the event so they are there next week.

There are one or two winners in each session or event (either North-South and East-West fields or one field). In addition you may introduce CATEGORIES into each session or event. For example an event may have "men", "women" and "mixed" pairs. Reports may be produced for each of these categories.

All results are optionally available on file. ASE Scorer 7.000 produces files that are compatible with most word processing and text editor programs. Results may be view on the screen or printed on paper.

Other reports are available to assist the Tournament Director and players:

1. Guide cards

Pair guide cards may be produced for any movement. These may be handed to the players so they may proceed through the session without difficulty.

2. Seating report.

This lists all the pairs in the event and the tables they are to start at for each session.

When selecting players for inclusion in reports on sessions or events you may enter their player number, or their surname where player numbers are not used or it is not known. The surname search is of the "incremental" type, where you can see the names of the players starting with the letter so far typed. Other methods are:

Search the list of players with a specified short name and select the required person from the list. The short name consists of the players' first initial and the first four letters of their surname.

Where the player is not on file, add the full details of the player.

CLUB MEMBERSHIP MANAGEMENT

All club members and casual players' records are easily looked after with ASE Scorer 7.000. The regular members of your club are kept on file in a complete format with many details.

The details contains the following information:

- (1) Player number. This may be a locally assigned number or it may be the player's A.C.B.L. or A.B.F. number. The numbers with check digits are validated when they are entered.
- (2) Player's surname, title and initials.
- (3) Player's city and state. This is shown on results so that players with similar names are identifiable.
- (4) Player's home address. This includes the postal code (ZIP code).
- (5) Player's telephone number.
- (6) Player's masterpoint rank. The reports may be limited to all players within a particular rank.
- (7) Club membership number. This is the number assigned to a player by the club.
- (8) Membership type. This allows a club to allocate a membership type to each player. For example a player might be a "life member".
- (9) Membership expiry date. This is used by ASE Scorer 7.000 to determine whether a player is currently a member or not. As fees are paid this date is modified (with one key stroke).

(10) Last attendance date. Whenever a player plays in an event, the date of that event is placed in this item. This allows the club to monitor the tardy players.

(11) Locally assigned "parameters" are also available. These can be of your own choice but an example is *ca#* and *lax#* which are printed on the results as "John Smith lax ca".

There are various reports available about the players at the club. The contents of the report may be changed at your whim.

All these reports may be reduced to players satisfying various selection criteria. These may be changed as needed. For example:

- ❖ Report only current members
- ❖ Report only members of a particular type.
- ❖ Report only on players of a particular masterpoint rank.

plus many other combinations and other selection criteria.

Mailing labels may be printed for selected members and a print-merge file produced for your word processing package.

OTHER FACILITIES

ASE Scorer 7.000 has many other features that are expected in software of its quality. Some of these are:

- ❖ A fully comprehensive help facility. At any time on any screen the user may request help. By pressing one key (F1) a window appears offering various options including Contents, Index or keywords. Information may be obtained on the current panel.
- ❖ The ability to change the colours shown on colour monitors. The colours chosen by the designers may have looked good on their monitor, but your monitor may not look as good as it should. Any colour combinations you are not happy with simply change. This facility is also useful on monochrome monitors: changes made also effect monochrome screens.
- ❖ A library of Howell movements. Each Tournament Director is able to keep their own selection of Howell movements on file so that they may be used at any time. Their own "special" movements are also kept in a separate library for use at any time. A complete set of Victory Point scales may be maintained in the VP scale library.

Clubs should note that Judi Wright has published three booklets entitled *Using ASE Scorer Version 7.2* which you may find helpful if you are not familiar with the program.

The booklet deals with Pairs, Teams, Swiss Pairs and special movements.

It is available from Judi Wright at:

Address PO Box 204, Nambucca Heads, NSW 2448

Phone (02) 6568-7689

E-mail judi@tsn.cc

Ud14/12/03

6.3. MasterScore

MasterScore is a program initially developed by Martin WILLCOX and Mike ADAMS to use at congress events. The program will score and masterpoint a range of events from small duplicate to large multi-sessions pair events, as well as large scale Swiss Teams events. For further information contact:

Martin Willcox, PO Box 1105, Mountain Gate, Vic 3156

Fax: (03) 9779 6612: Mobile 0419 380 392,

The following is the detailed table of content of the MasterScore manual.

Chapter I Introduction

- | | |
|-----------------------|---|
| I.1. Main Menu | main selection panel |
| I.2. Duplicate Pairs | standard scoring program - one session event |
| I.3. Tournament Pairs | all tournaments and multi-sessions events |
| I.4. Teams | all teams events |
| I.5. Member Details | club members details & ABF members details |
| I.6. Masterpoints | masterpointing, quarterly reports |
| I.7. Congress | all congress events |
| I.8. Back up | |
| I.9. File maintenance | includes archive and loading ABF m'ship details |
| I.10. Library | |

Chapter II Duplicate Pairs

- II.1. Set up Duplicate session
- II.2. Update Duplicate session
- II.3. Enter Players names
- II.4. Enter Scores
- II.5. Matchpoint Scores
- II.6. Print Results
- II.7. Post results
- II.8. Print summary by board
- II.9. Print summary by player

Chapter III Tournament Pairs

- III.1. Set up New Event
- III.2. Update Event
- III.3. Tournament Entries
 - III.3.1. Enter Players
 - III.3.2. Seed Entries
 - III.3.3. Alter Seeding

III.3.4. Print Entries

III.3.5. Copy Entries

III.3.6. Split or Sort Field

III.3.7. Create Final from Qualifying

III.3.8. Calculate Carry-forward

III.4. Tournament Seating

III.5. Tournament Scoring

III.6. Movements

Chapter IV Teams

IV.1. Event Details

IV.2. Players names

IV.3. Seed Teams

IV.4. Enter Draw & Results

IV.5. Post (or Unpost) Results

IV.6. Swiss Pairs Events

Chapter V Member Details

V.1. Club Members Maintenance

V.2. Membership Reporting

V.3. ABF Members Maintenance

V.4. Print Ladder

V.5. Show Players MP Total

V.6. Change Player ABF Number

V.7. Bridge Club Maintenance

V.8. End of the Year Processing

Chapter VI Masterpointing

VI.1. Display Masterpoint Log

VI.2. Print Masterpoint Log

VI.3. Show Player Masterpoint Totals

VI.4. Extract Masterpoints

VI.5. Set up Outright Awards

VI.6. Masterpoints Calculation

6.4. Administration

The administration of a club does not place heavy demand on a computer; in effect, almost any system will do and the applications software do not need to be chosen from the top of the range.

A club will need:

- ❑ Word processing package with facility for mail merging and printing labels,
- ❑ Spreadsheet,
- ❑ Database,
- ❑ Bookkeeping or accounting package for small organisation,
- ❑ Utility package with some sort of crash guard and anti-virus protection (which will need to be updated regularly),
- ❑ Communication (modem and fax).

Any office suite (SOHO size such as ClarisWorks Office or Microsoft Works or professional size such as Lotus Smartsuite, Microsoft Office or Corel WordPerfect Suite) will provide a club with the features it needs, and will most likely exceed this need.

If your club is using three or more computers, the next question is their connecting in a network: it will speed up the transfer of data and make it easier to share files.

7. Insurances

ACKNOWLEDGEMENTS

This chapter was written with the help of Willis Insurance Brokers (WA) Pty Limited who are the insurance brokers for the ABF.

7.1. General

The ABF has contracted with Willis Temby Insurance Brokers (WA) Pty Ltd to arrange various Insurance policies which are briefly and generally described as follows

PUBLIC LIABILITY INSURANCE

A Broadform Liability Policy has been arranged by the ABF for itself as well as all State Associations and those Clubs affiliated with them.

The wording of the schedule of the policy under the clause “Insured” is as follows

All State Associations “and all Bridge Clubs affiliated with those State Associations whether incorporated or not, Australia wide together with all subsidiary and/or related companies, organisations or persons now or hereafter existing acquired or constituted and including all parties for whom the Insured has undertaken or has an obligation to insure all their respective rights and interests in the business insured”.

For reference sake the limit of liability under the public liability policy is \$10,000,000 and the policy is subject to an excess of \$500.

The policy is arranged to provide protection against claims for physical injury or property damage that may arise as a result from the activities of the Insured which fall within the cover as defined and provided by the policy

A certificate of currency with respect to this policy is available on the ABF website.

UD 22/12/2003

CORPORATE TRAVEL INSURANCE

A Corporate Travel Insurance policy has been provided to specifically ensure that the ABF does not lose travel and accommodation expenses paid out in advance on behalf of authorised travelling team members and officials which are not recoverable and have been lost due to causes outside of the ABF control (Australian Travel Alerts etc).

Additional benefits forming part of this policy for authorised travelling team members and officials are as follows.

Personal Accident & Capital Benefits
Medical & Medical Evacuation Costs
Additional Insured Expenses (as defined in the policy)
Baggage, Travellers' Cheques, Documents, Credit Cards
Computers, Electronic Equipment
Kidnap & Ransom
Personal Liability
Evacuation Cover (non medical)

Policy provides cover for international, interstate, and intrastate journeys as authorised by the ABF.

ASSOCIATION LIABILITY INSURANCE

This policy has been arranged to protect the Management Committee of the Association against claims from which they may incur legal liability through the services that they provide to the members, or to members of the public. The policy provides cover against claims resulting from Civil Proceedings, Successful Defence of Criminal Proceedings, Trades Practitioners Actions, Occupational Health & Safety Actions, Breach of Contract, Liable of Sander, Breach of Copyright, Fraud & Dishonesty, Loss of Documents, Employee Actions

CONTACTS

Bob Temby
Executive Director
Willis Temby Insurance brokers (WA) Pty Ltd

Brett Piggott
Executive Director
Willis Temby Insurance Brokers (WA) Pty Ltd

Telephone – 08 9474 2233
Facsimile – 08 9474 2170
Email - bobt@willistemby.com.au

7.2. Voluntary Workers

The ABF also has in place an insurance policy for voluntary workers in bridge clubs and congresses.

The policy is called the ABF Personal Accident Insurance for Voluntary Workers and the details are as follows:

Policy No: 2600013999

Coverage: Compensation is provided as set out in the schedule when any event/accident shall happen to you whilst you are actually engaged in activities officially organised and under the control of the insured including necessary direct travel to and from such activities

Death & Capital Benefits:	\$30,000
Weekly Benefit (Total disablement)	\$300 per week
Aggregate period, any one claim	104 weeks
Elimination period (Excess)	7 Days

Special Endorsements

1. Excludes Medical & Hospital expenses
2. Non income earners are limited to 80% of the actual cost of domestic help with a maximum of \$240 per week for Option 1 as certified necessary by the attending medical practitioner.
3. Full time students are limited to 80% of the actual cost of Home Tutorial Expenses up to a maximum of \$240 per week as certified necessary by the attending medical practitioner.
4. There is a general age limitation of 1 to 65 years of age and an age limitation for non income earners (up to 75 years of age).

This policy covers all persons working voluntarily for the Australian Bridge Federation Inc. and provides insurance cover to Committee and/or sub-committee members and also to Club members working in activities organised by their respective Bridge Club.

7.3. Directors & Officers Insurance

This form of insurance covers the members of the Committee and, if the Club has incorporated its activities, the directors of the company. It is used mainly in cases relating to breach of fiduciary duties, breach of the Trade Practice Act, defamation, wrongful dismissal and provides cover for legal cost incurred in defending an action.

Note that there are limits to the extent of the cover and that any action involving a lack of good faith or arising out of wilful breach of duty or misuse of position will usually be specifically excluded.

7.4. Other Insurances

The other form of insurance policies that a Committee will want to consider are:

- Premises (Theft, fire and water damages)
- Business (Record recovery and reconstruction, loss of business)

It is especially important if the club keep equipment and records in an office on the club premises.

It should however be obvious that a cheap form of self-insurance is a back-up copy of all essential records that is kept in another location. These essential records include all financials, list of members, results of events, procedure manuals, list of correspondence. This back-up copy should be updated regularly, probably on a monthly basis.

**These two steps (regular back-up, and
back-up copy kept off the premises)
ARE BOTH COMPULSORY FOR ANY
COMMITTEE CONSCIOUS OF ITS
RESPONSIBILITIES**

2V-02

8. Acquisition of Premises

ACKNOWLEDGEMENTS

This chapter was written by Michael Marks, President, Peninsula Bridge Club Inc., Warriewood, NSW

8.1. Introduction

This is mainly the record of one club's efforts in achieving its own clubhouse. The circumstances will obviously not apply to all clubs, several of which may never wish to seek their own clubhouse. Clubs that meet for play only once or twice a week, in such congenial surroundings as a local R.S.L. that charges little or no rent, may well decide these notes are of no interest to them.

For those clubs that currently pay rent, and play under less than optimum conditions, this history may help provide a "kick start" to your own Clubhouse. Beware, the path to the ideal solution may well be long, time consuming and arduous!

8.2. History

The Peninsula Bridge Club was formed over thirty years ago, and has played in several venues over the years. In 1989 it had to leave the warm surroundings of the Mona Vale Golf Club, and after seeking its own clubroom eventually compromised with use of a hall in a senior citizen's centre owned by the local Council.

This hall could accommodate twenty tables, and was large enough for the club at that time. However, the quest for a sole use clubhouse continued, and with this in mind the Club became incorporated in 1990. Included in its Aims and Objectives is "To provide permanent accommodation for a Club House at some future date".

Continued growth resulted in a resolution, passed in November 1995 at the Club's AGM, instructing the Committee to seek improved premises and to report to a general meeting of members when these had been found.

After considerable research, followed by lengthy negotiations with the local Pittwater Council, the Committee was able to report to its members at a Special General Meeting on the 30th January 1999 with a solution that it considered

acceptable to both parties. This was accepted, and agreements were signed with the Council on the 1st February 1999. At the time of writing, in August 1999, our Clubhouse is being built.

8.3. Reasons

The shortcomings of the clubroom we play in today, as put to the Council, were:

- Overcrowding with increasing numbers.
- Acoustically noisy environment caused by solid floor and cathedral ceiling.
- Lack of security; our boards, notices etc were often tampered with by other users.
- Frequent resetting of the room for bridge; the tables having to be cleared for a dance group twice a week.
- Inability to add additional sessions, the room being unavailable to us for daytime sessions on Tuesdays and Fridays.
- Noise from adjacent centre activities, particularly from a square dance group in an adjacent hall once a week.

Ideally we wanted to move to a separate building, where we could have more sessions, enlarge our membership, attract younger players and decide our own operations and future.

8.4. Requirements & Size

An early task was to decide how large a Clubroom we wanted, and how much it would cost against how much we had in the building fund.

Although membership numbers are recorded annually, few clubs regularly retain the statistics of tables played, and ours was no exception. A study in 1994 using limited figures available for two years showed average session numbers increasing at 10% pa, whilst peak number of tables played was increasing at only 5% pa. The system became self-regulating; our Monday afternoon sessions stopped growing once members realised that they would be playing in cramped, noisy conditions with 24 tables squeezed into our 20 table space.

Discussions with other clubs (see below) had one common thread – once you have your own clubhouse with more space, membership and session numbers will increase dramatically. Or, as our masterpoints secretary so aptly put it “never buy a small ‘fridge, always get one larger than you think you’ll need!”

Extrapolating the 10% pa increase from 1994 put the requirement at 33 tables in the year 2000. Bearing in mind that a square or near-square

Clubroom was the preferred shape, we were faced with six tables by six tables, seven by six or seven by seven.

Studies at our own and other clubs led to the conclusion that tables should be pitched at a minimum of 2.5 metres, allowing for some aisle space. Hence each table was allowed 6.25 sq. m. and our Clubroom requirement became between 225 sq. m. and 306 sq. m.

Possible layout plans were circulated, members' preferences noted and a target was then set of a 300 sq. m. Clubroom, with entrance hall, kitchen, office and toilet block. On the base figure of \$800 a sq. m. for a single storey building it was expected to cost approaching \$300,000.

The building fund had built over many years, and in early 1996 was just over \$100,000.

Two fundamental decisions were then made regarding funding. Firstly that no member, whether on the Committee or not, would ever be personally financially liable for Club borrowings, i.e. personal guarantees on loans etc would never be sought or given. And secondly, if we were to borrow from members, the financial leverage would never be more than 100%, i.e. we would never borrow more than the equivalent of the amount in our building fund.

Other clubs had warned us that obtaining our own clubroom would take a while, so, once we had decided to "go for it" we increased our table money to \$3 a session to build our reserves.

8.5. Location

The location of hall we were currently playing in suited most of our members. It was adjacent to two bus stops, and had reasonable car parking.

Furthermore, from the addresses of members held in the Club's computer, analysis showed that the present Warriewood location was at the geographical centre.

The bridge club scene in the Northern Beaches area is very active— there are thirteen clubs in the region from Spit Bridge to Palm Beach. If the Club was to move away from its present location there was every chance that a new, alternative club would be formed to serve the immediate area, and we would lose members.

Accordingly it was decided to look in the Warriewood – Mona Vale area for the site for our new Clubhouse.

8.6. Private or Council Land?

The early calculations had shown that the Clubroom would cost \$300,000 to build, without the additional cost of acquiring land. Land in the Pittwater area is very expensive, and after looking at the possibility of buying into, merging with a

bowling club or similar we decided to apply to the local Council for a grant of land on which to build our Clubhouse.

Our position would then be the same as local surf clubs, golf clubs, scout groups, bowling clubs etc, as leaseholders on land owned by the Council. The main difference, as we later pointed out to the Council, is that we play our sport inside the Clubhouse; it is not just the social centre associated with the sport.

Along the way we met several that objected to our referring to the game of bridge as a sport. Their misgivings were countered by our stating that: -

1. The Australian Tax Office classifies Competitive Bridge as a sport.
2. Bridge is a strong contender for inclusion in the 2004 Olympic Games.

The major disadvantages in such an arrangement with the local Council had to be recognised and accepted by all members at an early date, or we could not proceed. These were:

3. Any building built on Council land, no matter who pays for the building, effectively becomes the Council's property.
4. A Council in NSW is, by law, only permitted to grant a lease of a maximum of 21 years.
5. Buildings on Council land have to conform with Council regulations regarding disabled toilets, parking, fire precautions etc.
6. Preference is given to clubs that are willing to share their facilities with other users.

8.7. Other Clubs

Our members visited some other clubs that had already obtained their own premises, and spoke with executive members of others. Our thanks are recorded for the significant input these clubs provided. Three examples are: -

1. The Illawarra Bridge Association, that approached Wollongong Council in July 1994, and reached agreement to add to a community building in final design stage after only four meetings with Council. Building started in December 1994 and the 150 sq. m. Clubroom was formally opened in May 1995. Kitchen and toilet facilities are shared with another hall. Ten months from start to finish must be an Australian record! The Club raised \$140,000, including a \$15,000 ABF loan, and the Council provided \$50,000 as part of the cost of the shared facilities. The Club has a 21-year, exclusive licence at a fee of \$1 a year.
2. Bathurst & District Bridge Club approached their Council in March 1993. Council approval was given in February 1994 and building of the 206 sq. m. Clubhouse started in July 1995. Council provided \$50,000, the Club \$60,000 and the A.B.F. a \$10,000 loan. The Clubhouse was opened in December 1995 – a more typical 33 months from start to finish. All debt was cleared by April 1999.
3. Surfers Paradise Bridge Club approached the Gold Coast Council in 1989, and the next year was offered land in a park area. Drawings were

completed, funds raised and building started in 1991. Council contributed \$120,000, the club raising the rest. Later the State Government provided \$27,000. The 20-year lease at \$20 a year was signed, and the Clubhouse opened, in October 1991. In 1996, membership having grown from 250 in 1991 to 745. a \$125,000 extension was built,

8.8. Approaching Council

Knowing little of our local council, we formed a New-Premises sub-committee in early 1996 and started by writing to the Mayor, with little result for three months. In May 1996 we were invited to present our case to the Mayor and some Council Staff.

From knowledge gained since the preferred route should have been: -

1. Have two or more members of the Committee attend a local Council meeting, to observe the protocol. In particular, to note whether the Council has a "ratepayers question time" at the start of each meeting.
2. Draw up a petition along the lines "We, the members and friends of the Bridge Club, seeking a larger Clubhouse, ask the Council for a grant of land on which to build one, using the Club's accumulated funds. Give spaces for names to be printed, addresses and signatures. Duplicate the sheet and get as many players and friends as possible to sign. Make sure that there are no duplicate signatures and no "mickey mouse" signatures.

Our experience is that the Council pays a lot of attention to petitions, as they demonstrate the political power of the applicant.

3. Find out from the person who prepares the Council's agenda and minutes how long a member of the public is allowed to speak. In our case it is normally five minutes. Prepare a speech to the Council outlining the Club's requirements, at the end of which you will table your petition.

It is very difficult being succinct and keeping to time if speaking off the cuff. I type my speech into my computer and then use a "text to speech program" to listen, learn and time it. The program I use is "Monologue"; my copy came free with a Sound Blaster board. The program originated from a company called "First Byte" which now has a web page on the internet from which you can download a demonstration program. (www.fbyte.com)

4. Inform the Council member preparing the agenda that you wish to speak at the next full Council meeting.
5. On the night in question take as many members as possible with you – Councils love numbers, which again show political power. Have copies of your speech available and give them to the local press reporters, preferably before you speak.
6. When called, make your prepared speech, table your petition and hopefully you are on the first rung of the ladder.

Once contact is established you will be passed to Council staff for detailed discussions.

Warning – do not enter this stage without being able to demonstrate: -

- That the Club has or can obtain the resources to build the Clubhouse.
- That you have firm reasons for such a building.
- That you have identified one or more possible locations.
- That you have prepared a specification of requirements and an outline drawing.

Having got to know some Council staff, I was horrified to learn how often they are presented with requests which are obviously non-starters, for which they then have to spend valuable and costly time preparing rejections.

8.9. Communications

I cannot make too much emphasis on the need to communicate effectively with all parties throughout the negotiation and planning stages. A computer is a near essential – preferably one equipped with an advanced word-processor, a good spread sheet and a simple drawing program.

Meetings with Council should be prepared – go in with your own agenda, even if they also have prepared one, and make sure all your points are covered and understood by all. I fell into the habit of making notes on meetings, typing these up for our full Committee and sending a copy to the senior member of Council staff concerned, asking that he check them to see if we had understood him and his colleagues correctly. The marked up copy, when returned, was noted and filed.

Discussions with individual members of Council staff, such as the general manager, building manager and leasing manager, were always followed up with a letter of thanks for their time, which also contained a list of the points discussed and any agreement reached.

The addresses of the elected Councillors were obtained from the Council (under the freedom of information act) and, prior to each Council Meeting at which recommendations from Council Staff were scheduled to be put, individual letters written to each Councillor putting our case and asking for their support.

As far as drawings were concerned, a professional or semi-professional approach helps. If you have a member with drafting and design skills, willing to help, co-opt him onto your New Premises sub-committee without delay. Alternatively a lot can be achieved with a simple drawing program, such as “Microsoft Publisher”. An early example was produced, using “Publisher”; it is of Boondah Reserve, Warriewood, with the existing buildings shown and one possible location of the proposed new Clubhouse.

Such drawings were posted on our notice board to keep members informed, in our Club newsletters, in attachments to letters to Council and on two occasions were used in Council’s formal meeting agenda!

We also used our bi-monthly members' newsletters to keep members advised on progress. Meetings of the New Premises sub-committee were minuted and the decisions taken reported to our main Committee.

8.10. Negotiation and Compromise

From our early discussions with Council Staff, followed by three presentations to full Council Meetings, the positions of both Councillors and staff became apparent: -

1. The Councillors, all independent of party, had had a common theme of wishing to preserve all "green space" under their jurisdiction.
2. The rent we currently paid for use of the Angophora Room at the Centre approached \$10,000 p.a. There was awareness by all that this rent provided the core of the Centre's income, and that if the Council encouraged the Club to move to another location then the Centre income might not cover its costs.
3. Only one person amongst the Councillors and staff concerned was a bridge player. This resulted in a lack of understanding at some meetings.

After three Council meetings at which a total of some two hours was taken in presentations and discussions, together with editorials, letters, photographs and articles in the local paper, the then Mayor suggested that we meet with his newly appointed General Manager to attempt to achieve a compromise.

With goodwill on both sides one was soon achieved, and "heads of agreement" exchanged. This stated that: -

1. The Banksia Room at the Centre would be enlarged, at the Club's expense, to accommodate either 32 or 40 tables. (Figure 2.) The final size to be determined when quotations from builders had been received.
2. The Bridge Club to pay an on going rent to the Council for the existing part of the Banksia Room. This rent to recognise the contribution made by the Club in paying for the extension and renovation of the room. The rent to be fixed, other than by index linking annually, for the period of the lease.
3. On building completion, the Bridge Club to enter a 21-year lease agreement with the Council to occupy and manage the Clubroom. A major Council proviso was that the Clubroom should, at the Bridge Club's discretion, be made available to similar clubs and associations at those times when the Bridge Club does not require it.

8.11. The Solution

During our negotiations Council decided that the opportunity should be taken to refurbish and enlarge the remainder of the Centre. Funds for this would not be available until the fiscal year July 1998 to June 1999. Accordingly two options were put before the Bridge Club: -

1. The Bridge Club to prepare drawings, call for tenders, appoint a builder and generally manage the extension of the Banksia Room immediately a formal Council Meeting had approved the "heads of agreement".
2. All works to wait until the following year, when Council would manage the total project, including the building of a third hall, refurbishment of the common facilities and enlargement of the Banksia Room to the Bridge Club's requirement.

The Council preferred the second option, as it represented the minimum inconvenience to all users of the Centre. As it was considered that there would be a net saving to the Club in being part of a larger contract, for which the Council would cover all administrative overheads costs, we decided to wait the further year.

Option Two was presented to a Full Council meeting in October 1997, and approved. The subsequent period was taken up in producing detailed specifications of cupboards, kitchen, air conditioning, lighting and acoustics. As the Club has always had a reputation of being noisy, an Acoustic Consultant was retained. He confirmed that noise generated internally could be minimised by having a quality carpet with hair fibre underlay, a ceiling of acoustic tiles with as high an absorption factor as the Club could afford and quality curtains. We decided to leave his other suggestions, of sound absorbing panels on the walls and table-tops having sound absorbing properties, until we knew the room.

Lighting specialists reminded us that the older one is the more light is required on the table tops. The lighting was designed, using recessed fluorescent fixings having minimal sideways glare, to produce at least 500 lux on the table tops.

Club members are used to an afternoon tea break, and it was decided to retain this rather than provide for refreshments to be available at all times. Various boiling water sources were considered; eventually two ZIP Teataps were specified. The heating units of the Teataps are mounted under the serving counter, with special taps above. Later a cold water fountain was added.

After the Christmas break Council sought tenders for a design contract, and the winning firm of Consulting Engineers then produced drawings and a specification that included our requirements. They also performed site drillings to determine the requirements for foundations, as the Centre is built on reclaimed land.

After lengthy consultations with all users of the Centre the drawings and specification were finalised and a Tender Notice placed in the Sydney Morning Herald on the 17th November 1998. The Club was party to the opening of these Tenders in December, the members on the Tender Committee having signed a Confidentiality Agreement.

Under the Local Government Act any lease of over seven years to be granted to a body such as the bridge club has first to be advertised for a month, asking if there are any objections from members of the public. This was done in December 1998, and, there being no objections, all was clear in January 1999.

8.12. Funding, Legal & Contract

Throughout our negotiations Council emphasis was on ensuring that the Club could “come up” with the funds when required – it had obviously been bitten before. So in 1997 the Committee wrote to all members, asking for indication (not commitment) of the amount each member was willing to lend the Club on a five to eight year term. Interest paid to be just above the deeming rate. The response was sufficient to give the Committee assurance to proceed, and to write formally to Council stating that a cost up to \$250,000 could be met.

The Club was fortunate in having a retired lawyer as a member. He spent significant time in discussions with the Council’s leasing manager and Council’s legal consultant, arriving at a draft lease that we considered covered all eventualities. As our member no longer held a practicing certificate the Club then paid for the final draft to be examined by a legal firm of repute. A further few minor alterations were added.

The lease could not be signed until the new Clubroom was completed and all costs known, as the ongoing rental for the existing part of the room would be inversely linked to the building cost paid by the Club. This raised problems for both the Council and the Club, as the former could not proceed until the funds were known to be available, and the latter did not wish to commit funds without safeguards.

Eventually it was decided to prepare an “Agreement to Lease” which would be signed when building costs were known and the Club had the required funds. At the same time both parties would initial the Lease. The Club funds would then be placed in a joint account with the Council, payments to the builder being made on joint signatures. Anything left in the account on completion, including accrued interest, reverts to the Club.

Discussions had been held in October 1995 with the NSW Department of Sport and Recreation regarding Capital Assistance. This had revealed that the pot was small, about \$3 million annually, and that this was widely spread, with average grants under \$10,000. It was decided not to pursue such a grant.

However, the Department could help in a big way by guaranteeing loan funds from a bank against a property on Council land, up to 90% of the total project cost. This proved most useful in late 1998, when our Treasurer was marshalling funds to enable an early start to the new Clubroom in 1999. The Club's bankers, the Commonwealth Bank, agreed to such a loan of up to \$100,000.

At the same time the Club sent out letters to all members, seeking loans to the Club. The form of loan agreement was assembled from that used by other clubs. Application was also made to the fund administered by the ABF for a ten-year loan of \$25,000. This was granted at the next meeting of the relevant ABF sub-committee.

With the ABF loan, Club funds exceeded \$200,000 in early 1999. The required month's notice was sent to all members, calling a Special General Meeting of the Club at the end of January. At this meeting our Treasurer surprised all members by announcing that, having been notified by the Council of the amount of the winning tender, the Club could meet the cost of the building without seeking any loans from members or using the bank facility.

Members then voted by a large majority the Committee plan to build the larger, 40 table, Clubroom and the following day the development was approved at a full Council meeting, the "Agreement to Lease" signed by both parties and the Lease initialled.

The builder started on site on the 1st March 1999.

8.13. Post Contract

With the building in progress the Committee was faced with making decisions concerning PC items and furnishings within a fixed time frame, the builder having given a completion date in August.

As the carpet had been included in the Contract, at \$55 a sq. metre, an early decision was important, as we soon learnt that the 300 sq. metres required was unlikely to be available from stock, and manufacturing time was 10 weeks, for either a standard or special design.

Following discussions with several vendors, and lengthy discussions at Committee, an "own design" of carpet including a bridge motif was rejected, and the builder notified of our choice of a standard Axminster in early April.

Other PC items chosen in the following month included kitchen and cupboard finishes and kitchen equipment.

The Club was fortunate regarding the additional furniture required. Letters sent to all 21 R.S.L., bowling and sporting clubs in the area resulted in our obtaining the additional 20 tables and 80 chairs at little or no cost.

Further decisions then had to be made regarding soft furnishings, telephones, answering machines, table numbers, etc etc for our new facility.

At the time of writing we are planning the Gala Day of Bridge we plan to hold to formally open our new Clubhouse. We hope all who read this will one day be able to visit our Clubroom and enjoy the facilities that so many have worked to achieve.

ACKNOWLEDGEMENTS

I would like to include all those Committee members, members, Council staff, Councillors and others who have contributed their time and efforts towards this project.

They are too many to mention individually. However, I would like to give my special thanks to the two leading executives on our Committee, who have been with me throughout the exercise; Ted Coyle our Club Treasurer and Gino Morello our Club Secretary. Without their continuous help and encouragement the project may well have foundered along the way.

9. Help Desk

9.1. List of Contacts

ABF Australian Bridge Federation

Secretariat:

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Ph (02) 6239 2265, Fax (02) 6239 1816

e-mail secretariat@abf.com.au

ABF Masterpoint Centre

Manager:

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Ph/Fax (08) 9204 4085 Mobile: 0403 126 847

e-mail info@masterpoints.org.au

ABDA Australian Bridge Directors' Association

Secretariat:

Mr Gary WILSON, 15 The Grove, Oatlands NSW 2117

Ph (02) 9630 4518, e-mail garyw2@bigpond.net.au

ABTA Australian Bridge Teachers' Association

Secretary / Treasurer:

Ms Pamela REEVES, 35 Badgery Crescent, Lawson, NSW, 2783

Ph (02) 4759 3008

FABC Federation of Affiliated Bridge Clubs (NSW)

President:

Matt BLACKHAM, PO Box 733, Artarmon, NSW 1570

e-mail mblackham@ozemail.com.au

FABCV Federation of Affiliated Bridge Clubs (VIC)

Secretariat:

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Mobile: 0419 380 392, Fax (03) 9779 6612

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STATE ASSOCIATIONS

ACT Bridge Federation of the ACT

Secretary:

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Ph (02) 6263 3813 (W), e-mail: rnixon@treasury.gov.au

NSW New South Wales Bridge Association

Secretary:

Mr Ben CHOSID, c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010

Ph (02) 9264 8111, Fax (02) 9264 6881, e-mail: secretary@nswba.com.au

NT Northern Territory Bridge Association

Secretariat:

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QLD Queensland Bridge Association

Secretariat:

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SA South Australia Bridge Federation

Secretariat:

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TAS Tasmanian Bridge Association

Secretariat:

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VIC Victoria Bridge Association

Secretariat:

TBA, 131 Poath Rd, Murrumbeena Vic 3163

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WA Bridge Association of Western Australia

Secretariat:

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NSW State and Congress Masterpoint Secretary

Mr David WESTON, c/- NSWBA, 162 Goulburn St, East Sydney NSW 2010.
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9.2. Internet sites connected with bridge

This list provides a starting point for locating bridge information on the internet. Most sites have links to other useful sites.

- World Bridge Federation (www.worldbridge.org)
- ABF Home page (www.abf.com.au) with links to State Associations, clubs (Double Bay Bridge Centre, Lindfield Bridge Club, Cairns Bridge Club), R. Klinger home page, Bridge Plaza, ACBL and other international links.
- NSWBA Home Page (www.nswba.com.au)
- ACBL, American Contract Bridge League (www.acbl.org)
- Bridge World Home Page (www.bridgeworld.com)
- ECats Bridge (www.ecatsbridge.com)

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