ANNUAL REPORT 2024

ClubsNSW

TO ADVOCATE FOR AND ADVANCE THE INTERESTS OF ALL MEMBER CLUBS

CHAIR'S REVIEW

Sallianne Faulkner

"Our role in advocating for member clubs remains the main focus – our communities deserve it. As a united voice, the strength of our messaging is delivered for the good of all. With one voice, we will continue to foster improvements and enhancements that are pivotal to the foundation of strong communities in our state."

As we close out the 2023–24 financial year, I extend my sincere thanks to outgoing Chair Dr George Peponis OAM for his leadership of ClubsNSW over the last five years. George stepped down on 28 June 2024, however he remains a valuable member of our Board and I thank him for his dedication to our industry. Among other things, he importantly led our industry through 'the COVID years' and the critical advocacy to government for reopening and allowing our industry to get back to the business of supporting our members. Thank you, George.

I was honoured to have been appointed Chair of our professional and dedicated ClubsNSW Board of Directors on 5 July 2024. Thank you for this privilege. In this dynamic environment, it is important to strongly advocate and lead our industry more broadly for the best outcomes for our members, our staff and our communities. As the peak industry body, we are dedicated to driving good governance practices across the industry, and we remain committed to delivering on our strategic plan and our guiding principles.

Throughout 2023–24, our industry remained focused on delivering safe and sustainable gaming, as demonstrated when we launched the *Club Gaming Code of Practice* on 1 July 2023 — it is initiatives like this that set us apart and make our DNA unique across the globe. *The Code* established our industry as leaders and demonstrated that we can and will respond when we see an important opportunity to improve.

In hand with our guiding principle to 'leave no club behind', in August we transformed *ClubLIFE* magazine into a dynamic news website. *ClubLIFE.com.au* is a one-stop hub, delivering breaking news, exclusive interviews, in-depth features and indispensable industry analysis in real-time. From the latest trends in club design, food and beverage, and technology, all club staff can now access a wealth of information instantly and conveniently. Now, as always, access to new concepts and thinking remains critical for ensuring future relevance, so I encourage you to engage.

Throughout the year, clubs were advised that the Board of ClubKENO Holdings had resolved to make an aggregate distribution of additional commission of $4.438 million (excluding GST) in relation to the last financial year. All current ClubsNSW members that participated in the game of Keno during the last financial year, having renewed their membership by 31 August 2023, received an additional commission payment — and pleasingly for many clubs it exceeded their membership subscription.

January 2024 saw the launch of the Your Local Club 'Magic Moments' brand campaign. It shows scenes of patrons commemorating ANZAC Day; of both young and old celebrating birthdays, Christmas and sporting achievements; all reiterating to our communities and stakeholders that our clubs are the place where everyone belongs.

We know that loneliness is a precursor to many illnesses, and clubs play a huge part in providing places to belong in our communities. The advertising commenced with a 30-second ad on free-to-air TV channels across NSW, as well as streaming services, online and on social media, with the much-loved *Magic Moments* song creating memories. Then came the ads on the sides of buses and in-venue advertising assets for clubs. I encourage your teams to continue displaying these advertising materials and reinforcing the key messages.

I am pleased to report that the Your Local Club NRL Road to Regions tour headed out once again in February 2024. From Narromine to Narooma, former and current NRL and NRLW stars called into regional towns, inspiring local kids to participate in rugby league and to look after themselves as well as those in their community. It is a wonderful initiative which this year coincided with the launch of the fourth iteration of the ClubGRANTS advertising campaign, which highlighted the generous support that clubs provide to the game of rugby league every year.

Our industry continues to demonstrate a significant commitment to easing the cost-of-living crisis for members and patrons by supporting kids to play sport — and the benefits can be seen in many ways. It not only builds better physical and mental health, but also stronger communities for the long term, developing children's social skills and embedding good practices for all. We should all be very proud of the support our clubs give our state in this regard.

In May 2024, Treasurer Jim Chalmers handed down the Federal Budget. Understandably, there was a significant focus on addressing the soaring cost-of-living for Australians and avoiding increasing inflation. From energy bill relief for small businesses to additional support under the Australian Apprenticeships Incentive System, there were several key policies and measures that impact clubs. We continue to engage and advocate for the best measures for easing the pressures that weigh heavily on our clubs and their members.

Further, in an important conversation for our nation, Mounties coordinated the *Catalyst for Change: Club Industry's Response to Domestic and Family Violence* event at Doltone House, where club CEOs from across NSW, Minister for Gaming & Racing David Harris and other industry leaders came together to discuss practical steps that clubs can take to help reduce instances of domestic violence and support those in need. Attendees heard from special guests including Women's Safety Commissioner Hannah Tonkin, Minister for Women & Prevention of Domestic Violence & Sexual Assault Jodie Harrison, Our Watch Chairperson Moo Baulch OAM and Women's Community Shelters CEO Annabelle Daniel. There is much more to be done and I look forward to our industry working together on this initiative.

Congratulations to all who entered the 2024 Clubs & Community Awards. The event is always a wonderful and timely reminder of the work we as an industry undertake, and I know those political and charity representatives in the room were very impressed by the dedication and commitment of our clubs in the work that they do. The scope and impact of this work is fundamental to our communities.

In closing, on behalf of the ClubsNSW Board, thank you to CEO Rebecca Riant who completes her first 12 months in the role. Rebecca has worked tirelessly to engage with all our stakeholders, and has diligently represented our clubs on the Independent Panel for Gaming Reform, while advocating for the best outcomes for our members and communities.

Sallianne Faulkner
ClubsNSW Chair

CEO'S REPORT

Rebecca Riant

"I want to thank each and every one of you for your support of ClubsNSW and I look forward to working with you in the year ahead as we strive to advocate for and advance the interests of all member clubs."

It has been an incredible first year in the role. I kicked off my first day on 17 July 2023 with a trip to Broken Hill and a regional meeting at the Musicians Club. The following morning, I was given a tour of the Silver City Cinema, which — until the Club stepped in to take it over — was facing permanent closure. It was so fantastic to see a club ensuring that an important community facility was not lost.

Since then, I have embarked upon dozens of trips across NSW to spend time listening to our members' feedback. We are acutely aware that as the peak industry body we play a crucial role representing the interests of all clubs, and regional meetings provide us with an important vehicle to hear your voices on all the key issues you face.

We have been actively contributing to the Independent Panel on Gaming Reform that was announced on 13 July 2023, which ClubsNSW was invited to join. The expanded cashless gaming trial has also been taking place across the state, with Twin Towns Services Club the first venue to come online. The expanded trial includes multiple technology providers and venues, and is being overseen by the Independent Panel. A report with recommendations is due to be delivered to the NSW Government in November 2024.

This year, the NSW Government also announced it would undertake a review of the ClubGRANTS scheme — to be conducted by Liquor & Gaming NSW — separately to, but concurrently with, the Independent Panel's work. ClubsNSW lodged a submission, which was supported by Leagues Clubs Australia, the RSL and Services Clubs Association, Bowls NSW, Golf NSW and the Club Managers' Association of Australia. We really value the collaboration and unity of these industry organisations — as we often say, we are stronger together and that has never been more evident. We expect that the final recommendations will be published alongside the cashless gaming trial recommendations.

I was pleased to attend my first industry awards event as CEO on 1 August 2023, with the Perfect Plate Awards Night held at Norths Cammeray. It was a great way to be inducted into the industry and to celebrate the amazing food on offer in clubs.

Soon after, it was on to News Corp Australia's National Bush Summit — an event which ClubsNSW went on to sponsor in August 2024 — in Tamworth. The 2023 agenda included a keynote address by Prime Minister Anthony Albanese and provided an opportunity for politicians and policy makers to meet with regional leaders across a range of industries. The event provided an important and unique opportunity to form relationships across the political spectrum.

The ClubsNSW Conference & AGM held on the Gold Coast in October 2023 was certainly an eye opener for me. It was a wonderful way to meet many of our members face-to-face, ask for their feedback (in many cases I didn't even need to ask!) and share insights to help tackle the challenges facing our industry.

Later that month, the NSW Government's first tranche of vibrancy reforms was announced, and ClubsNSW was pleased to be involved in the consultation process. From the creation of a balanced and streamlined noise regulation system to enabling contract caterers to sell alcohol in a club, these amendments will make it easier for our members to trade, diversify and host more live entertainment events. We are now working on the second tranche of reforms and will be conducting listening sessions with clubs right across the state.

In November 2023, we launched the first ad in our ClubGRANTS campaign which shines a spotlight on the $600,000 contribution of Wests Group Macarthur, Campbelltown Catholic Club and Ingleburn RSL to fund the purchase and installation of 66 Heart of the Nation Automatic External Defibrillators (AEDs) into residential areas of the Macarthur region. This campaign featured social media videos, bus back ads and radio commercials, and was the first in a series of bespoke ClubGRANTS initiatives to be rolled out across NSW over the following 12 months to reinforce the value of the program. I regularly come across the original Yellow Wiggle, Greg Page, at our regional meetings and I'm so proud of the work clubs are doing to put an AED in as many locations as possible.

At the end of 2023, we hosted the Policy Reform Forum and Workshop, with the involvement of more than 40 clubs that were selected with the assistance of State Council to ensure that all regions and club types were represented. Minister for Gaming and Racing, the Hon. David Harris MP, also attended and expressed his deep appreciation for the good work done by clubs in their communities. During that session, we worked with club representatives to prepare the operating principles which have been guiding our strategy since then.

Early in the new year, ClubsNSW launched the Your Local Club 'Magic Moments' brand advertising campaign, which was shot at Crescent Head Country Club, Dee Why RSL and Forestville RSL. We are incredibly proud of this campaign — it is an enormous investment, and it truly represents who we are and what we stand for as an industry.

Minister Harris was also in attendance at Central Coast Leagues Club in February 2024 for the media announcement of Responsible Gambling Officer requirements and other gaming reform measures. I attended at the request of the minister so that we were able to show a united front with government for reform on which we actively contributed, and it very closely mirrored measures outlined in the *ClubsNSW Gaming Code of Practice*.

The Clubs & Community Awards are always a highlight and this year was no exception. The industry was once again proudly on display to politicians, media and other key stakeholders, and the quality of finalists and winners was exceptional. No matter the cause, it's evident that clubs are the backbone of their local communities, striving to make our state a better place to live.

As we look ahead, it's clear that our community and clubs have identified the issue of domestic violence as a particular area of focus. As your peak industry body, we are there with you every step of the way as we collectively strive to reduce the rates of domestic violence and provide assistance to those impacted.

I want to thank each and every one of you for your support of ClubsNSW and I look forward to working with you in the year ahead as we continue to advocate for and advance the interests of all member clubs.

Rebecca Riant
ClubsNSW CEO

ClubsNSW LEADERSHIP TEAM

Joanne Ede
Chief Legal & Risk Officer

Darren Flynn
Chief Corporate Affairs Officer

Katherine Jian
Chief Financial Officer

Bernadette McLoughlin
Chief Member Officer

Daniel Mitchell
Chief Strategy & Technology Officer

Tracy Samassa
Chief People Officer

Alison Tehan
Chief Government & Regulatory Affairs Officer

As at September 2024

YOUR LOCAL CLUB

BETTER COMMUNITIES

75,500 jobs *

120,000 free events

499,000+ volunteer hours

$936m of sporting and community facilities

$9b annual contribution to NSW

**Direct & indirect jobs*

YOUR LOCAL CLUB PERFECT PLATE AWARDS

Dishes Sold
84,722

Participating Clubs
151

Estimated Revenue
$2.64m

Participating Eateries
174

Total Votes
17,815

Total Clubs
151

Small
44%

Medium
41%

Large
15%

BOARD OF DIRECTORS

Sallianne Faulkner

Sallianne Faulkner led the Board of ClubsNSW as Deputy Chair for this reporting period, following the decision of Dr George Peponis OAM to step down from the role on 28 June 2024. She subsequently became the first female Chair of the Association on 5 July 2024.

Sallianne was elected Deputy Chair of ClubsNSW in June 2019. From February to July 2023 she held the role of ClubsNSW Interim CEO. She has held the position of President of the Ramsgate RSL Memorial Club since 2014 after joining the Board in 2012 and has been instrumental in driving its process of governance and organisational cultural reform. She served as Secretary of the ClubsNSW Southern Metropolitan Region from 2015 until 2021. Sallianne was elected as a Director on the Board of Netball NSW in March 2021 and appointed President in March 2023.

Sallianne is a graduate of the Australian Institute of Company Directors and the Women & Leadership Advanced Leadership program. She is also a member of Women on Boards. She was formerly a part of the membership committee of the Master Plumbers Association of NSW and is a member of the Executive Committee of Hazelnut Growers Australia.

Sallianne is a small business owner, primary producer and has an extensive background in voluntary, charitable and sporting administration roles in her community.

Ron Coskerie

Ron Coskerie was appointed by the ClubsNSW Board in June 2019, following the departure of long-term Chairman Peter Newell OAM.

Ron has a long-standing involvement with registered clubs through rugby league.

Ron was elected Deputy Chair of ClubsNSW and ClubKeno in July 2024, after the reporting period, and is the Deputy President of St Marys Rugby League Club. Ron has been on the St Marys Rugby League Club Board since 2007

Ron has 30 years' experience in the financial services sector, working with major financial institutions, with specialisation in corporate banking, business and retail banking along with core skills across financial, operational and corporate governance risk. This expertise brings a forward-looking approach to the ClubsNSW Board as the industry evolves to the changing expectations of its members, communities and stakeholders.

Ron holds a Masters in Accounting and Finance. He is also a Graduate of the Australian Institute of Company Directors and completed the AICD Boardroom Mastery Program in 2022.

He has completed the General Manager's Program at UNSW's Australian Graduate School of Management and holds 'Fellow' status with the Institute of Public Accountants and FINSIA.

BOARD OF DIRECTORS

Grant Easterby

Grant Easterby was appointed to the ClubsNSW Board in June 2023 to fill a casual vacancy following the departure of Paul Barnett.

Grant has worked in registered clubs for the past 38 years, with 32 of those years at an executive management level. He is currently the CEO of Dee Why RSL, a position he has held for the past 26 years, and is a former Director of the RSL & Services Clubs Association.

Dee Why RSL has been at the forefront of diversifying its interests away from the traditional food and beverage, entertainment and gaming offerings by developing financially sustainable, community-based assets. These have included carwashes, childcare centres, a ten-pin bowling and laser skirmish centre, a 76-apartment independent living village for seniors and various other property interests.

Grant has a particular passion for supporting veterans and their families and has instigated a strategic alliance with RSL Lifecare Veterans Services, with offices housed in the Club to assist veterans on Sydney's Northern Beaches and beyond.

Dr George Peponis OAM

Dr George Peponis OAM was first elected as a Director at the 2017 AGM and was appointed Deputy Chair in July 2018.

He served as Chair from June 2019, following the retirement of Peter Newell OAM from the position, and stepped down from the role on 28 June 2024.

Dr Peponis was Chairman of the NSW Rugby League from 2012 to 2022 and Chairman of the NSW Leagues Club from 2015 to 2022. He served on the Canterbury League Club Board from 2003, holding the position of Chairman from 2010 until 2018 and was the Bulldogs Football Club Chairman from 2002 to 2009. He is a Life Member of both clubs.

Dr Peponis enjoyed an 11-year playing career with the Bulldogs, captaining the side on 71 occasions across five seasons. A hooker, he represented NSW seven times between 1976 and 1980 and played eight Test Internationals from 1978 to 1980, captaining five. He led the 1979 Kangaroos in their three-nil Ashes series whitewash of Great Britain, before leading the Bulldogs to their first premiership in 38 years in 1980. He served as Chairman of the Rugby League World Cup in 2017.

Dr Peponis graduated from the University of NSW with a Bachelor of Medicine and Bachelor of Surgery in 1976 and has treated patients as a general medical practitioner in the Five Dock area for most of the time since and continues to do so. He received an OAM in the 2013 Australia Day Honours List for services to rugby league and the community. He joined the Board of Hospitality Insurance Industry in May 2020.

BOARD OF DIRECTORS

Rob Smith

Rob Smith was appointed to the ClubsNSW Board in June 2021 and elected in October 2021.

Rob is the CEO of Twin Towns Services Clubs & Resorts and has more than 40 years' experience in the ACT and NSW club industries.

Representing ClubsNSW for many years on the Gaming Advisory Committee and as the appointee to the Tourism Industry Council, Rob holds a Bachelor of Business with a Major in Tourism.

Serving in various tourism, educational and club-related roles throughout his career, Rob has a wide range of experience across the broader sector with a specialised focus on strategic partnerships and the evolution of gaming products and operations.

Rob also brings with him extensive operational knowledge in executing a range of core and diversified developments including club redevelopments, residential and accommodation projects, sporting and childcare facilities, and more.


STEEDEN
SPORTS CLUB
RHINOS

ClubASSIST

Member Enquiries

Total 17,747

Enquiries by category

ClubGRANTS 23.7%

Other 17.7%

Website 15.7%

Policy 12%

WR/HR 10.4%

ClubSAFE 8.2%

Education 6.1%

Events 3.5%

Board 2.7%

Sallianne Faulkner

Andrew Bell

Ron Coskerie

ClubKENO HOLDINGS
Board of Directors

Grant Easterby

Life Members

The Commercial Travellers Club
Mr Len Ainsworth AM
Mr Jon Chin
Mr Rod Desborough
Mr David Doyle OAM
Mr Robert (Bob) J Ferris

Anne Munro

Deceased

Mr Jack Ball AM
Mr Robert 'Bob' M Cook
Mr Peter Bracher
Mr Roger Cowan OAM
Mr Charles Eason OAM
Mr Bernard Harley OAM
Mr Peter Newell OAM
Mr Brian O'Donnell
Mr Ron Pearson MBE
Mr Pat Rogan OAM
Mr Jack Stewart
Mr W 'Wally' Ward
Mr John C Whittle OAM
Mr John 'Mo' Wilson

Dr George Peponis OAM

Rob Smith

FINANCIAL REPORTS

The Annual Report contains reliable financial information pertaining to the Association's financial position, financial performance of operations, and cash flows.

The Board of Directors present the Annual Report, together with the Annual Financial Reports of The Registered Clubs Association of New South Wales and of the Consolidated Entity, being the Association and its controlled entities for the year ended 30 June 2024.

The Board of Directors of the Consolidated Entity is responsible for the preparation and presentation of the Annual Financial Reports in accordance with the Australian Accounting Standards and section 510 of the *Industrial Relations Act 1991*. This responsibility includes establishing and maintaining internal control relevant to the preparation and presentation of the Annual Financial Reports that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and, making accounting estimates that are reasonable in the circumstances.

In addition, an independent auditor is appointed to carry out an audit and express an opinion on the Annual Financial Reports based on its audit. As the appointed independent auditor, KPMG conducted its audit in accordance with the Australian Auditing Standards.

These auditing standards require they comply with relevant ethical obligations relating to audit engagements and plan and perform the audit to obtain reasonable assurance as to whether the Annual Financial Reports are free from material misstatement.

The assessment of the risks of material misstatement of the Financial Report, whether due to fraud or error, considers internal control relevant to the entity in order to design audit procedures that are appropriate in the circumstances.

The audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board of Directors.

It is the auditor's opinion that satisfactory accounting records were kept by the Association and its controlled entities during the year, including records of the sources and nature of income, and records of the nature and purpose of expenditure.

DIRECTORS' REPORT

The Directors present their report, together with the financial report of The Registered Clubs Association of New South Wales ('the Association') and of the Consolidated Entity, being the Association and its controlled entities, for the year ended 30 June 2024 and the auditor's report thereon.

Board of Directors

The Directors of the Association at any time during or since the end of the financial year are:

Sallianne Faulkner	Director since 1 May, 2018
Ronald Coskerie	Director since 25 June, 2019
Dr Christina Curry	Director since 1 July, 2016, resigned 26 February, 2024
Grant Easterby	Director since 23 June, 2023
Dr George Peponis OAM	Director since 27 March, 2017
Robert Smith	Director since 3 June, 2021

The Board of Directors is the principal policy body for the Association, with State Council acting in an advisory capacity only.

Directors' meetings

During the financial year, 14 meetings of Directors were held.

Attendances were:	Number attended	Number eligible to attend
Sallianne Faulkner	13	14
Ronald Coskerie	12	14
Dr Christina Curry	8	8
Grant Easterby	14	14
Dr George Peponis OAM	14	14
Robert Smith	14	14

Principal activities

The principal activities and results of operations of the Association and the Consolidated Entity during the financial year were as outlined in the Reports of the Chair, the Chief Executive Officer and the financial overview immediately preceding this report.

There were no significant changes in the nature of the activities of the Association or the Consolidated Entity during the year.

The Board of Directors report in accordance with the *Industrial Relations Act 1996* ('the Act'), in respect of the financial year ended 30 June 2024 noted that, in the opinion of the Board of Directors of The Registered Clubs Association of New South Wales:

(i) during the financial year to which the financial report relates, meetings of the Board of Directors were, in the opinion of the Board, held in accordance with the Rules of the Association;

(ii) to the knowledge of any member of the Board of Directors there have not been, during the financial year to which the financial report relates, instances where records of the Association or other documents, or copies of those records or other documents, or copies of the Rules of the Association have not been furnished, or made available to members of the Association in accordance with the Act, the *Industrial Relations Regulation 1992* ('the Regulations'), or the Rules of the Association as the case may be; and,

(iii) in relation to the report prepared in accordance with section 514 of the Act by the auditor of the organisation in respect of the financial year immediately preceding the financial year to which the accounts relate and in relation to the accounts and statements prepared in accordance with section 510(1) of the Act to which that report relates, the Association has complied with section 517(1) and (5) of the Act.

Dividends

The Registered Rules of The Registered Clubs Association of New South Wales provide that no dividends can be paid and no surplus assets can be distributed to members in the event the Association or Consolidated Entity is wound up.

Operating and financial review

The Association's mission for the year has been to continue to consolidate its financial position whilst ensuring service delivery to members is maintained at a consistently high standard. A summary of financial highlights is as follows:

1. Total revenue for the Consolidated Entity was $35,806,168 and for the Association was $23,378,842 (2023: $32,160,116 and $19,810,034 respectively).

2. Net profit after taxation for the Consolidated Entity was $4,248,357 and for the Association was a net profit of $2,048,339 (2023: net profit of $2,398,196 and net loss of $422,435 respectively).

3. Retained surplus at 30 June 2024 for the Consolidated Entity was $22,850,805 and for the Association was $9,129,645 (2023: $18,602,448 and $7,081,306 respectively).

Likely developments

The Directors are not aware of other circumstances or matters that will significantly affect the operations and future results of the Association and the Consolidated Entity other than the developments that have been outlined in this report.

Significant changes in the state of affairs

In the opinion of the Directors, there were no significant changes in the state of affairs of the Association during the financial year.

Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction or event of a material and unusual nature likely, in the opinion of the Directors of the Association, to affect significantly the operations of the Consolidated Entity, the results of those operations or the state of affairs of the Consolidated Entity, in future financial years.

Indemnification and insurance of officers and auditors

Since the end of the previous financial year, the Association and its Consolidated Entity has not indemnified or made a relevant agreement for indemnifying against a liability any person who is or has been an officer or auditor of the Consolidated Entity.

Insurance premiums

During the financial year, the Association has paid premiums on behalf of the Consolidated Entity in respect of Directors' and Officers' liability insurance. The insurance is in respect of legal liability for damages and legal costs to a maximum of $20,000,000 arising from claims made by reason of any omission or acts (other than dishonesty) by them whilst acting in their individual or collective capacity as Directors or Officers of the Association and its controlled entities, including the Association.

This report is in accordance with the Rules of the Association in relation to the matters to be stated in the report and is signed on behalf of the Board of Directors by the Chair.

Dated at Sydney this 23rd day of August 2024.

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

Sallianne Faulkner
Chair

ACCOUNTING OFFICER'S REPORT

I, Katherine Jian, the Accounting Officer of The Registered Clubs Association of New South Wales, hereby report that to the best of my knowledge and belief, there were 916 (2023: 927) members of the Association across 1,104 (2023: 1,103) licensed premises at the end of the financial year ended 30 June 2024, and in my opinion:

(i) the financial report shows a true and fair view of the financial affairs of the Association and Consolidated Entity as at the end of the financial year;

(ii) a record has been kept of all money paid by, or collected from, members of the Association, and all money so paid or collected has been credited to the bank account or accounts to which the money is to be credited, in accordance with the Rules of the Association;

(iii) before any expenditure was incurred by the Association, approval of the incurring of the expenditure was obtained in accordance with the Rules of the Association;

(iv) no payment was made out of a fund referred to in *Clause 57(b)(xiii)* or *(xv)* of the *Industrial Relations Regulation 1992* ('the Regulations') for a purpose other than the purpose for which the fund was operated;

(v) all financial benefits granted to persons holding office in the organisation were authorised in accordance with the Rules of the Association; and,

(vi) the register of members of the Association was maintained in accordance with the *Act*.

Katherine Jian
Accounting Officer
23rd August 2024

Notice to Members

Subsections (1) and (2) of section 512 of the *Industrial Relations Act 1996* provide as follows:

1) a member of an organisation, or the Industrial Registrar, may apply to the organisation for specified information prescribed by the *Regulations* in relation to the organisation. (*Industrial Relations Regulation 1992, Clause 60*); and

2) an organisation must, on the making of such an application, make the specified information available to the member or the Industrial Registrar in the manner, and within the time, prescribed by the *Regulations*.

The specified information prescribed by the *Regulations* relate to accounting information, most of which is provided in the attached financial report and supplementary information.

STATEMENT OF PROFIT OR LOSS

AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 30 JUNE 2024

	Note	Consolidated Entity		Association	
		2024 $	2023 $	2024 $	2023 $
Operating revenue					
Advertising		1,726,048	967,517	1,726,048	967,517
Apportionment of Keno subscriptions		19,183,550	18,577,116	-	-
Event ticket sales and trade stands		669,495	592,461	669,495	592,461
Interest received		740,622	373,643	472,511	210,023
Keno royalties		-	-	7,355,862	6,637,960
Management fees		420,000	370,000	580,000	530,000
Member subscriptions		5,249,377	4,223,682	5,249,377	4,223,682
Other subscriptions		3,704,943	2,894,146	3,219,617	2,435,776
Sponsorship		2,400,089	2,911,467	2,400,089	2,911,467
Sundry revenue		1,228,184	825,700	1,228,184	825,310
Gain on disposal of fixed asset		18,888	-	-	-
Grant income		10,000	60,400	10,000	60,400
Training and seminars		454,972	363,984	467,659	415,438
Total revenue		**35,806,168**	**32,160,116**	**23,378,842**	**19,810,034**
Operating expenses					
Additional commission		3,408,465	4,438,270	-	-
Advertising		3,693,000	2,532,854	1,106	59,435
Communications		87,322	79,352	87,322	79,352
Consumables		174,059	114,348	136,286	81,136
Depreciation	6	418,793	404,158	80,867	87,961
Directors' remuneration		387,889	418,370	163,983	175,115
Equipment and IT		1,575,836	2,166,634	1,582,794	2,177,095
Insurance		199,869	175,143	187,869	163,143
Keno communication network fees		2,723,621	2,634,758	-	-
Keno duty contribution		793,780	686,810	-	-
Keno promotion support		567,421	548,908	-	-
Marketing and promotions		1,037,814	1,291,224	1,031,010	1,287,065
Motor vehicle expenses		190,199	130,519	190,739	141,374
Loss on disposal of fixed asset		-	380	6,855	380
Occupancy		199,138	199,356	591,351	599,304
Other		886,915	572,950	845,329	594,167
Professional fees		2,234,137	2,793,567	2,151,701	2,713,997
Salaries and on-costs	2	12,350,672	10,681,215	12,313,815	10,642,647
Sponsorships		1,201,569	974,193	622,500	273
Subscriptions		902,807	868,144	902,807	868,144
Travel and accommodation		461,155	587,675	434,169	561,881
Total expenses		**33,494,461**	**32,298,828**	**21,330,503**	**20,232,469**
Operating profit/(loss) before income tax		**2,311,707**	**(138,712)**	**2,048,339**	**(422,435)**
Share of profit from equity accounted investee	12	1,936,650	2,536,908	-	-
Income tax expense attributable to operating profit/(loss)	11(i)	-	-	-	-
Net profit/(loss) for the year		**4,248,357**	**2,398,196**	**2,048,339**	**(422,435)**
Other comprehensive income		-	-	-	-
Total comprehensive profit/(loss) for the year		**4,248,357**	**2,398,196**	**2,048,339**	**(422,435)**

The Statement of Profit or Loss and Other Comprehensive Income are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 25–51.

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 30 JUNE 2024

	Note	Consolidated Entity		Association	
		2024 $	2023 $	2024 $	2023 $
Retained surplus					
Retained surplus at 1 July		18,602,448	16,204,252	7,081,306	7,503,741
Net profit/(loss) for the year		4,248,357	2,398,196	2,048,339	(422,435)
Retained surplus at 30 June		**22,850,805**	**18,602,448**	**9,129,645**	**7,081,306**
Reserves					
Club Future Fund at 1 July		6,363,904	6,363,904	6,363,904	6,363,904
Club Future Fund at 30 June	**14**	**6,363,904**	**6,363,904**	**6,363,904**	**6,363,904**
The Club Awareness Fund		**1,000,000**	**1,000,000**	**1,000,000**	**1,000,000**
Reserves at 30 June		**7,363,904**	**7,363,904**	**7,363,904**	**7,363,904**

The Statement of Changes in Equity to be read in conjunction with the notes to and forming part of the financial statements set out on pages 25–51.

STATEMENT OF FINANCIAL POSITION

FOR THE YEAR ENDED 30 JUNE 2024

		Consolidated Entity		Association	
	Note	2024 $	2023 $	2024 $	2023 $
Current assets					
Cash and cash equivalents	**4**	23,837,021	21,303,315	18,303,676	13,506,516
Trade and other receivables	**5**	2,880,146	1,641,008	3,963,925	4,004,815
Total current assets		26,717,167	22,944,323	22,267,601	17,511,331
Non-current assets					
Property, plant and equipment	**6**	4,454,352	4,714,641	229,087	152,415
Investments in controlled entities	**8**	-	-	7,408,051	7,408,051
Investment in equity accounted investees	**12**	8,581,447	8,547,479	-	-
Investment in joint venture entities	**13**	2	2	-	-
Total non-current assets		13,035,801	13,262,122	7,637,138	7,560,466
Total assets		39,752,966	36,206,445	29,904,739	25,071,797
Current liabilities					
Trade and other payables	**9**	8,502,223	9,290,729	12,375,156	9,677,223
Employee benefits	**10**	810,536	789,747	810,536	789,747
Total current liabilities		9,312,759	10,080,476	13,185,692	10,466,970
Non-current liabilities					
Employee benefits	**10**	225,498	159,617	225,498	159,617
Total non-current liabilities		225,498	159,617	225,498	159,617
Total liabilities		9,538,257	10,240,093	13,411,190	10,626,587
Net assets		30,214,709	25,966,352	16,493,549	14,445,210
Members' funds					
Retained surplus		22,850,805	18,602,448	9,129,645	7,081,306
Reserves	**14**	7,363,904	7,363,904	7,363,904	7,363,904
Total members' funds		30,214,709	25,966,352	16,493,549	14,445,210

The Statements of Financial Position to be read in conjunction with the notes to and forming part of the financial statements set out on pages 25–51.

STATEMENT OF CASH FLOWS

FOR THE YEAR ENDED 30 JUNE 2024

	Note	Consolidated Entity		Association	
		2024 $	2023 $	2024 $	2023 $
Cash flows from operating activities					
Keno operating receipts		20,947,374	20,723,585	-	-
Keno operating payments		(4,941,872)	(4,573,644)	-	-
Keno royalties		-	-	8,017,981	6,715,355
Subscription income receipts		9,777,416	8,497,333	9,236,323	8,142,783
Other income received		7,710,095	6,239,381	7,967,264	8,162,564
Interest received		700,908	267,898	472,511	210,023
Payments to suppliers and employees		(33,423,277)	(28,069,313)	(23,185,845)	(23,105,006)
Net cash from operating activities	**15**	770,644	3,085,240	2,508,234	125,719
Cash flows from investing activities					
Payments for property, plant and equipment	**6**	(168,255)	(550,655)	(164,394)	(72,270)
Proceeds from disposal of property, plant and equipment		28,636	-	-	-
Net cash used in investing activities		(139,619)	(550,655)	(164,394)	(72,270)
Cash flows from financing activities					
Borrowings to controlled entities/related entity		-	-	2,453,320	1,498,800
Dividend from equity accounted investment		1,902,681	1,020,641	-	-
Net cash from financing activities		1,902,681	1,020,641	2,453,320	1,498,800
Net increase in cash and cash equivalents held		2,533,706	3,555,226	4,797,160	1,552,249
Cash and cash equivalents at 1 July		21,303,315	17,748,089	13,506,516	11,954,267
Cash and cash equivalents at 30 June	**4**	23,837,021	21,303,315	18,303,676	13,506,516

The Statement of Cash Flows are to be read in conjunction with the notes to and forming part of the financial statements set out on pages 25–51.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 30 JUNE 2024

1 Material accounting policies

The Registered Clubs Association of New South Wales (the Association) is an Association domiciled in Australia. The address of the Association's registered office is Level 8, 51 Druitt Street, Sydney. The consolidated financial report of the Association for the financial year ended 30 June 2024 comprises the Association and its subsidiaries (together referred to as "the Consolidated Entity").

The financial report was authorised for issue by the Association's Board of Directors on 23rd August 2024.

(a) Statement of compliance

The consolidated financial report is a general purpose financial report which has been prepared in accordance with Australian Accounting Standards (AASBs) adopted by the Australian Accounting Standards Board (AASB) and the *Industrial Relations Act 1996.*

(b) Basis of preparation

The financial report is presented in Australian dollars.

The financial report is prepared on the historical cost basis.

The preparation of a financial report in conformity with Australian Accounting Standards requires management to make judgements, estimates and assumptions that affect the application of policies and reported amounts of assets and liabilities, income, and expenses.

The estimates and associated assumptions are based on historical experience and various other factors that are believed to be reasonable under the circumstances, the results of which form the basis of making the judgements about carrying values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period, or in the period of the revision and future periods if the revision affects both current and future periods.

The accounting policies have been applied consistently to all periods presented in the financial report and by all entities in the Consolidated Entity, except as noted below.

(c) New adoption of new and revised accounting standards

Disclosure of Accounting Policies

The Group also adopted Disclosure of Accounting Policies: Tier 2 and Other Australian Accounting Standards (Amendments to AASB 1049, 1054, and 1060) from 1 July 2023. Although the amendments did not result in any changes to the accounting policies themselves, they impacted the accounting policy information disclosed in the financial statements.

The amendments require the disclosure of 'material', rather than 'significant', accounting policies. The amendments also provide guidance on the application of materiality to disclosure of accounting policies, assisting entities to provide useful, entity-specific accounting policy information that users need to understand other information in the financial statements.

Management reviewed the accounting policies and made updates to the information disclosed in Material accounting policies (2023: Significant accounting policies) in certain instances in line with the amendments.

A number of other new accounting standards are also effective from 1 July 2023 but they do not have a material effect on the Group's financial statements.

(d) Functional and presentation currency

These consolidated financial statements are presented in Australian dollars, which is the Consolidated Entity's functional currency.

(e) Basis of consolidation

Subsidiaries

Subsidiaries are entities controlled by the Association. The Association controls an entity when it is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. The financial statements of subsidiaries are included in the consolidated financial statements from the date control commences until the date that control ceases.

Investments in subsidiaries are carried at their cost of acquisition in the Association's financial statements. Refer to Note 19 for a list of Consolidated Entity subsidiaries.

Transactions eliminated on consolidation

Intragroup balances and transactions, and any unrealised income and expenses arising from intragroup transactions, are eliminated. Unrealised gains arising from transactions with equity-accounted investees are eliminated against the investment to the extent of the Association's interest in the investee. Unrealised losses are eliminated in the same way as unrealised gains, but only to the extent that there is no evidence of impairment.

Investments in associates and joint arrangements

Associates are those entities in which the Consolidated Entity has significant influence, but not control or joint control, over the financial and operating policies. Significant influence is presumed to exist when the Consolidated Entity holds between 20 and 50 per cent of the voting power of another entity.

Joint ventures are those entities over whose activities the Consolidated Entity has joint control, established by contractual agreement and requiring unanimous consent between the parties sharing control for decisions about the relevant activities of the joint arrangement. Joint ventures exist where the Consolidated Entity has rights only to the net assets of the arrangement.

1 Material accounting policies (continued)

(e) Basis of consolidation (continued)

Investments in associates and joint ventures are accounted for using the equity method and are recognised initially at cost. The cost of the investments includes transaction costs.

The consolidated financial statements include the Consolidated Entity's share of the profit and loss and other comprehensive income of equity accounted investees, after adjustments to align the accounting policies with those of the Consolidated Entity, from the date that significant influence or joint control commences until the date that significant influence or joint control ceases. When the Group's share of losses exceeds its interest in an equity accounted investee, the carrying amount of that interest, including any long-term interests that form part thereof, is reduced to zero, and the recognition of further losses is discontinued except to the extent that the Consolidated Entity has an obligation or has made payments on behalf of the investee.

(f) Property, plant and equipment

Items of property, plant and equipment are stated at cost less accumulated depreciation (see below) and impairment losses. The cost of plant and equipment at the date of acquisition represents the fair value of the consideration provided plus incidental costs directly attributable to the acquisition.

Where parts of an item of property, plant and equipment have different useful lives, they are accounted for as separate items of property, plant and equipment.

Gains and losses on disposal of an item of property, plant and equipment are determined by comparing the proceeds from disposal with the carrying amount of property, plant and equipment and are recognised net within the Statements of Profit or Loss and Other Comprehensive Income.

Other leases are operating leases and the associated leased assets are not recognised in the Consolidated Entity's Statement of Financial Position due to being intergroup recharges.

Depreciation

Depreciation is charged to the Statements of Profit or Loss and Other Comprehensive Income on a straight-line basis over the estimated useful lives of each part of an item of property, plant, and equipment. Leased assets are depreciated over the shorter of the lease term and their useful lives. The estimated useful lives in the current and comparative periods are as follows:

Land and buildings	40 years
Plant and equipment	3–20 years
Motor vehicle	8 years

Depreciation methods, useful lives and residual values are reassessed at the reporting date.

(g) Financial instruments

A financial instrument is recognised if the Consolidated Entity becomes a party to the contractual provisions of the instrument. Financial assets are derecognised if the Consolidated Entity's contractual rights to the cash flows from the financial assets expire or if the Consolidated Entity transfers the financial asset to another party without retaining control or substantially all risks and rewards of the asset. Regular way purchases and sales of financial assets are accounted for at trade date, i.e., the date that the Consolidated Entity commits itself to purchase or sell the asset. Financial liabilities are derecognised if the Consolidated Entity's obligations specified in the contract expire or are discharged or cancelled.

Cash and cash equivalents
Cash and cash equivalents comprise cash balances, demand deposits and short-term interest bearing deposits that are readily convertible to cash and which are subject to an insignificant risk of change in value.

Trade and other receivables
Trade and other receivables are stated at their amortised cost less impairment losses.

Trade and other payables
Trade and other payables are stated at their amortised cost.

Other
Other non-derivative financial instruments are measured at amortised cost using the effective interest method, less any impairment losses.

(i) Recognition and initial measurement

Trade receivables and debt securities issued are initially recognised when they are originated. All other financial assets and financial liabilities are initially recognised when the Association becomes a party to the contractual provisions of the instrument.

A financial asset (unless it is a trade receivable without a significant financing component) or financial liability is initially measured at fair value plus, for an item not at Fair Value Through the Statement of Profit and Loss ('FVTPL'), transaction costs that are directly attributable to its acquisition or issue. A trade receivable without a significant financing component is initially measured at the transaction price.

(ii) Classification and subsequent measurement

On initial recognition, a financial asset is classified as measured at: amortised cost; Fair Value Through Other Comprehensive Income ('FVOCI') — debt investment; FVOCI — equity investment; or FVTPL.

Financial assets are not reclassified subsequent to their initial recognition unless the Association changes its business model for managing financial assets, in which case all affected financial assets are reclassified on the first day of the first reporting period following the change in the business model.

A financial asset is measured at amortised cost if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is to hold assets to collect contractual cash flows; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

A debt investment is measured at FVOCI if it meets both of the following conditions and is not designated as at FVTPL:

- it is held within a business model whose objective is achieved by both collecting contractual cash flows and selling financial assets; and
- its contractual terms give rise on specified dates to cash flows that are solely payments of principal and interest on the principal amount outstanding.

On initial recognition of an equity investment that is not held for trading, the Association may irrevocably elect to present subsequent changes in the investment's fair value in OCI. This election is made on an investment-by-investment basis.

All financial assets not classified as measured at amortised cost or FVOCI as described above are measured at FVTPL. This includes all derivative financial assets. On initial recognition, the Association may irrevocably designate a financial asset that otherwise meets the requirements to be measured at amortised cost or at FVOCI as at FVTPL if doing so eliminates or significantly reduces an accounting mismatch that would otherwise arise.

Financial assets – business model assessment:

The Association makes an assessment of the objective of the business model in which a financial asset is held at a portfolio level because this best reflects the way the business is managed and information is provided to management. The information considered includes:

- the stated policies and objectives for the portfolio and the operation of those policies in practice. These include whether management's strategy focuses on earning contractual interest income, maintaining a particular interest rate profile, matching the duration of the financial assets to the duration of any related liabilities or expected cash outflows or realising cash flows through the sale of the assets;
- how the performance of the portfolio is evaluated and reported to the Association's management;
- the risks that affect the performance of the business model (and the financial assets held within that business model) and how those risks are managed;
- how managers of the business are compensated – e.g. whether compensation is based on the fair value of the assets managed or the contractual cash flows collected; and
- the frequency, volume and timing of sale of financial assets in prior periods, the reasons for such sales and expectations about future sales activity.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Association's continuing recognition of the assets.

Transfers of financial assets to third parties in transactions that do not qualify for derecognition are not considered sales for this purpose, consistent with the Group's continuing recognition of the assets.

Financial assets that are held for trading or are managed and whose performance is evaluated on a fair value basis are measured at FVTPL.

Financial assets – assessment whether contractual cash flows are solely payments of principal and interest

For the purposes of this assessment, 'principal' is defined as the fair value of the financial asset on initial recognition. 'Interest' is defined as consideration for the time value of money and for the credit risk associated with the principal amount outstanding during a particular period of time and for other basic lending risks and costs (e.g. liquidity risk and administrative costs), as well as a profit margin.

In assessing whether the contractual cash flows are solely payments of principal and interest, the Association considers the contractual terms of the instrument. This includes assessing whether the financial asset contains a contractual term that could change the timing or amount of contractual cash flows such that it would not meet this condition. In making this assessment, the Association considers:

- contingent events that would change the amount or timing of cash flows;
- terms that may adjust the contractual coupon rate, including variable-rate features;
- prepayment and extension features; and
- terms that limit the Association's claim to cash flows from specified assets (e.g. non-recourse features).

A prepayment feature is consistent with the sole payments of principal and interest criterion if the prepayment amount substantially represents unpaid amounts of principal and interest on the principal amount outstanding, which may include reasonable additional compensation for early termination of the contract. Additionally, for a financial asset acquired at a discount or premium to its contractual par amount, a feature that permits or requires prepayment at an amount that substantially represents the contractual par amount plus accrued (but unpaid) contractual interest (which may also include reasonable additional compensation for early termination) is treated as consistent with this criterion if the fair value of the prepayment feature is insignificant at initial recognition.

1 Material accounting policies (continued)

(g) Financial instruments (continued)

Financial assets – subsequent measurement and gains and losses

Financial assets at FVTPL

These assets are subsequently measured at fair value. Net gains and losses, including any interest or dividend income, are recognised in profit or loss.

Financial assets at amortised cost

These assets are subsequently measured at amortised cost using the effective interest method. The amortised cost is reduced by impairment losses. Interest income, foreign exchange gains and losses and impairment are recognised in profit or loss. Any gain or loss on derecognition is recognised in profit or loss.

Cash and cash equivalents and trade and other receivables constitute financial assets, with cash and cash equivalents held at amortised cost.

Trade and other receivables are held at amortised cost less life time expected credit losses. The Association's receivables are short-term in nature and as such no discounting is performed for the Association's receivables.

(iii) Doubtful debts provision

The Association has adopted the simplified approach for all trade and other receivables, given the Association's receivables do not have a significant financing component. The Association analyses the age of outstanding balances and applies historical default percentages adjusted for other current observable data as a means to estimate lifetime expected credit losses. The impact of the change to measuring the doubtful debts provision on the basis of expected credit losses is not material and has not resulted in an adjustment to opening retained earnings on transition.

Trade and other payables constitute financial liabilities, are held at amortised cost. Financial liabilities are derecognised if the Association's obligations specified in the contract expire or are discharged or cancelled.

(h) Impairment

(i) Financial assets

Financial instruments

The Consolidated Entity recognises loss allowances fair ECLs on:

- financial assets measured at amortised cost; and
- debt investments measured at FVOCI.

The controlled entity measures loss allowances at an amount equal to lifetime ECLs, except for the following, which are measured at 12-month ECLs:

- debt securities that are determined to have low credit risk at the reporting date; and
- other debt securities and bank balances for which credit risk (i.e. the risk of default occurring over the expected life of the financial instrument) has not increased significantly since initial recognition.

Loss allowances for trade receivables are always measured at an amount equal to lifetime ECLs.

When determining whether the credit risk of a financial asset has increased significantly since initial recognition and when estimating ECLs, the Controlled Entity considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis, based on the controlled entities' historical experience and informed credit assessment and including forward-looking information.

(ii) Non-financial assets

The carrying amounts of the Consolidated Entity's non-financial assets (other than deferred tax assets) are reviewed at each reporting date to determine whether there is any indication of impairment. If any such indication exists, then the asset's recoverable amount is estimated.

An impairment loss is recognised if the carrying amount of an asset or its cash generating unit exceeds its recoverable amount. A cash generating unit is the smallest identifiable asset group that generates cash flows that largely are independent from other assets and groups. Impairment losses are recognised in profit or loss.

The recoverable amount of an asset or cash generating unit is the greater of its value in use and its fair value less costs to sell. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

(i) Provisions

A provision is recognised in the Statement of Financial Position when the Consolidated Entity has a present legal or constructive obligation as a result of a past event that can be estimated reliably, and it is probable that an outflow of economic benefits will be required to settle the obligation.

(j) Income tax

The Association is a tax exempt entity. Therefore no income tax balances have been recognised in the Association.

Income tax on the profit or loss of the Consolidated Entity for the year comprises current and deferred tax. Income tax is recognised in the Statements of Profit or Loss and Other Comprehensive Income except to the extent that it relates to items recognised directly in equity, in which case it is recognised in equity.

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the Statement of Financial Position date, and any adjustment to tax payable in respect of previous years.

Deferred tax is provided using the Statement of Financial Position liability method, providing for temporary differences between the carrying amounts of assets and liabilities for financial reporting purposes and the amounts used for taxation purposes. The following temporary differences are not provided for: The initial recognition of assets or liabilities that affect neither accounting nor taxable profit, and differences relating to investments in subsidiaries to the extent that they will probably not reverse in the foreseeable future. The amount of deferred tax provided is based on the expected manner of realisation or settlement of the carrying amount of assets and liabilities, using tax rates enacted or substantively enacted at the Statement of Financial Position date.

A deferred tax asset is recognised only to the extent that it is probable that future taxable profits will be available against which the asset can be utilised. Deferred tax assets are reviewed at each reporting date and are reduced to the extent that it is no longer probable that the related tax benefit will be realised.

Tax consolidation

A tax-consolidated group was formed with effect from 1 July 2003. The tax consolidated group comprises all wholly owned controlled entities of the Association which are not exempt from income tax. These entities are therefore taxed as a single entity. The head entity within the tax-consolidated group is ClubsNSW Pty Limited ("the head entity") and this entity therefore is legally liable for the income tax liabilities of the tax-consolidated group.

Current tax expense/income, deferred tax liabilities and deferred tax assets arising from temporary differences of the members of the tax-consolidated group are recognised in the separate financial statements of the members of the tax-consolidated group using the group allocation approach by reference to the carrying amounts of assets and liabilities in the separate financial statements of each entity and the tax values applying under tax consolidation.

Any current tax liabilities (or assets) and deferred tax assets arising from unused tax losses of the subsidiaries is assumed by the head entity in the tax-consolidated group and are recognised as amounts payable (receivable) to (from) other entities in the tax-consolidated group in conjunction with any tax funding arrangement amounts (refer below). Any difference between these amounts is recognised by the subsidiaries of the head entity as an equity contribution or distribution.

The head entity recognises deferred tax assets arising from unused tax losses of the tax-consolidated group to the extent that it is probable that future taxable profits of the tax-consolidated group will be available against which the asset can be utilised.

Any subsequent period adjustments to deferred tax assets arising from unused tax losses as a result of revised assessments of the probability of recoverability is recognised by the head entity only.

Nature of tax funding arrangements and tax sharing arrangements

The head entity, in conjunction with other members of the tax-consolidated group, has entered into a tax funding arrangement which sets out the funding obligations of members of the tax-consolidated group in respect of tax amounts. The tax funding arrangements require payments to/from the head entity equal to the current tax liability (asset) assumed by the head entity and any tax-loss deferred tax asset assumed by the head entity, resulting in the head entity recognising an inter-entity receivable (payable) equal in amount to the tax liability (asset) assumed. The inter-entity receivables (payables) are at call.

Contributions to fund the current tax liabilities are payable as per the tax funding arrangement and reflect the timing of the head entity's obligation to make payments for tax liabilities to the relevant tax authorities.

The Consolidated Entity, in conjunction with other members of the consolidated group, has entered into a tax sharing agreement. The tax sharing agreement provides for determination of the allocation of income tax liabilities between the entities should the head entity default on its tax payment obligations. No amounts have been recognised in the financial statements in respect of this agreement as payment of any amounts under the tax sharing arrangement is considered remote.

(k) Revenue recognition

The Association's Keno royalties represent the amount due from its controlled entity - ClubKeno Holdings Pty Limited as set out in the royalty agreement in respect of Keno subscriptions.

Membership subscriptions represent the amount due from member clubs in accordance with the Association's Rules and are recognised equally over the period to which these relate.

The Consolidated Entity's entitlement to an apportionment of Keno subscriptions is set out in the relevant sections of the Keno licence agreement under the authority of the *Public Lotteries Act 1996*. Revenue in this regard is recognised as it accrues.

Interest revenue is recognised as it accrues, using the effective interest method.

Other subscriptions are recognised equally over the period to which they relate.

Revenue for ticket sales and trade stands are recognised in the period in which the underlying events are held. Revenues are recognised at fair value of the consideration received net of the amount of goods and services tax (GST).

Management fee revenue is recognised equally over the period to which they relate.

Revenue derived from fundraising efforts and sponsorship is recognised as the Association obtains control of the assets that have been donated.

Revenue derived from merchandise sales is recognised when the merchandise is transferred to the customer.

1 Material accounting policies (continued)

(l) Goods and Services Tax

Revenue and expenses are recognised net of the amount of goods and services tax (GST), except where the amount of GST incurred is not recoverable from the Australian Taxation Office (ATO). In these circumstances, the GST is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated with the amount of GST included. The net amount of GST recoverable from, or payable to, the ATO is included as a current asset or liability in the Statement of Financial Position.

Cash flows are included in the Statement of Cash Flows on a gross basis. The GST components of cash flows arising from investing and financing activities which are recoverable from, or payable to, the ATO are classified as operating cash flows.

(m) Employee benefits

Short term benefits

Liabilities for employee benefits for wages, salaries and annual leave that are expected to be settled within 12 months of the reporting date represent present obligations resulting from employees' services provided to reporting date, are calculated at undiscounted amounts based on remuneration wage and salary rates that the Consolidated Entity expects to pay as at reporting date including related on-costs, such as workers compensation insurance and payroll tax.

Long term service benefits

The Consolidated Entity's net obligation in respect of long-term service benefits is the amount of future benefit that employees have earned in return for their service in the current and prior periods. The obligation is calculated using expected future increases in wage and salary rates including related on-costs and expected settlement dates, and is discounted using the rates attached to the Commonwealth Government bonds at the Statement of Financial Position date which have maturity dates approximating to the terms of the Consolidated Entity's obligations.

Defined contribution superannuation funds

The Association and other controlled entities contribute to several defined contribution superannuation plans.
A defined contribution plan is a post employment benefit plan under which an entity pays fixed contributions into a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions are recognised as an expense in the Statements of Profit or Loss and Other Comprehensive Income as incurred.

(n) Segment reporting

The Consolidated Entity operates in one segment, namely the provision of services to benefit members within the New South Wales Registered Club Industry.

	Note	Consolidated Entity 2024 $	Consolidated Entity 2023 $	Association 2024 $	Association 2023 $

2 Personnel expenses

	Consolidated Entity 2024 $	Consolidated Entity 2023 $	Association 2024 $	Association 2023 $
Wages and salaries	10,974,563	9,734,899	10,962,382	9,721,872
Superannuation	1,048,329	901,813	1,023,653	876,272
Long service leave	116,164	8,921	116,164	8,921
Annual leave	211,616	35,582	211,616	35,582
	12,350,672	10,681,215	12,313,815	10,642,647

Defined contributions plans

The Association and controlled entities contribute to several defined contribution superannuation plans. Contributions are charged against the statement of profit and loss and other comprehensive income for the year as they are made. The amount recognised as an expense during the year was: $1,048,329 (2023: $901,813) for the Consolidated Entity and $1,023,653 (2023: $876,272) for the Association.

3 Auditor's remuneration

Amounts received by the auditors for:

	Consolidated Entity 2024 $	Consolidated Entity 2023 $	Association 2024 $	Association 2023 $
Audit services	144,304	141,298	107,107	109,598
Other services	1,568	45,044	1,568	13,694
Taxation services	43,505	37,132	35,687	30,340
	189,377	223,474	144,362	153,632

4 Cash and cash equivalents

	Consolidated Entity 2024 $	Consolidated Entity 2023 $	Association 2024 $	Association 2023 $
Cash on hand	134	110	134	110
Bank balances	9,164,781	5,497,108	6,397,694	2,286,904
Term deposits	9,243,258	10,728,030	6,477,000	6,141,435
Short-term investment	5,428,848	5,078,067	5,428,848	5,078,067
	23,837,021	21,303,315	18,303,676	13,506,516

5 Trade and other receivables

	Consolidated Entity 2024 $	Consolidated Entity 2023 $	Association 2024 $	Association 2023 $
Current				
Trade receivables	915,285	459,810	915,285	459,810
Other debtors and prepayments	1,586,289	854,153	986,440	442,078
Deposits	374,408	324,798	359,408	309,798
Amounts due from related entities	4,164	2,247	1,702,792	2,793,129
	2,880,146	1,641,008	3,963,925	4,004,815

Trade receivables are shown net of provisions for impairment losses amounting to $15,996 in the Consolidated Entity (2023: $2,196) and $15,996 in the Association (2023: $2,196).

6 Property, plant and equipment

	Consolidated Entity				Association	
	Land and Buildings $	Plant and Equipment $	Motor Vehicles $	Total $	Plant and Equipment $	Total $
Cost						
Balance at 1 July 2022	7,371,853	888,824	87,748	8,348,425	512,295	512,295
Acquisitions	478,385	72,270	-	550,655	72,270	72,270
Disposals	-	(21,944)	-	(21,944)	(16,658)	(16,658)
Balance at 30 June 2023	7,850,238	939,150	87,748	8,877,136	567,907	567,907
Balance at 1 July 2023	7,850,238	939,150	87,748	8,877,136	567,907	567,907
Acquisitions	-	168,255	-	168,255	164,394	164,394
Disposals	-	(69,042)	(87,748)	(156,790)	(62,392)	(62,392)
Balance at 30 June 2024	7,850,238	1,038,363	-	8,888,601	669,909	669,909

Depreciation	Land and Buildings $	Plant and Equipment $	Motor Vehicles $	Total $	Plant and Equipment $	Total $
Balance at 1 July 2022	3,019,003	675,753	75,329	3,770,085	333,991	333,991
Depreciation charge	294,604	98,422	11,132	404,158	87,961	87,961
Disposals	-	(11,748)	-	(11,748)	(6,460)	(6,460)
Balance at 30 June 2023	3,313,607	762,427	86,461	4,162,495	415,492	415,492
Balance at 1 July 2023	3,313,607	762,427	86,461	4,162,495	415,492	415,492
Depreciation charge	330,061	87,962	770	418,793	80,867	80,867
Disposals	-	(59,808)	(87,231)	(147,039)	(55,537)	(55,537)
Balance at 30 June 2024	3,643,668	790,581	-	4,434,249	440,822	440,822

Carrying Amounts	Land and Buildings $	Plant and Equipment $	Motor Vehicles $	Total $	Plant and Equipment $	Total $
At 1 July 2022	4,352,850	213,071	12,419	4,578,340	178,304	178,304
At 30 June 2023	4,536,631	176,723	1,287	4,714,641	152,415	152,415
At 1 July 2023	4,536,631	176,723	1,287	4,714,641	152,415	152,415
At 30 June 2024	4,206,570	247,782	-	4,454,352	229,087	229,087

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $

8 Investments in controlled entities

	2024 $	2023 $	2024 $	2023 $
ClubsNSW Pty Limited - 100% interest (2023: 100% interest - 4,400,002 ordinary shares)	-	-	4,400,002	4,400,002
Other contributed equity in ClubsNSW Pty Limited	-	-	3,008,049	3,008,049
	-	-	7,408,051	7,408,051

9 Trade and other payables

	2024 $	2023 $	2024 $	2023 $
Current				
Trade payables and accruals	3,169,699	3,082,223	1,988,414	2,004,641
Income in advance	1,508,290	1,428,858	1,461,155	1,353,508
Additional commissions payable	3,408,038	4,438,270	-	-
Amounts due to controlled entities	42,424	50,272	8,464,252	5,988,030
Net GST payables	173,903	113,966	308,939	159,160
Other payables	199,869	177,140	152,396	171,884
	8,502,223	9,290,729	12,375,156	9,677,223

10 Employee benefits

	2024 $	2023 $	2024 $	2023 $
Current				
Liability for long service leave	227,638	259,186	227,638	259,186
Liability for annual leave	582,898	530,561	582,898	530,561
	810,536	789,747	810,536	789,747
Non-current				
Liability for long service leave	225,498	159,617	225,498	159,617

	Consolidated Entity 2024 $	Consolidated Entity 2023 $
11 Taxation		
(i) Recognised in the Statements of Profit or Loss and Other Comprehensive Income		
Current tax benefit		
Current year	(348,359)	(49,751)
Deferred tax expense		
Net origination and reversal of temporary benefits	348,359	49,751
Total income tax expense in Statements of Profit or Loss and Other Comprehensive Income	-	-
(ii) Numerical reconciliation between tax expense and pre-tax profit		
Profit before tax	4,248,357	2,398,196
Income tax using the domestic corporation tax rate of 25% (2023: 25%)	1,062,089	599,549
Exempt income adjustment	(570,022)	87,572
Share of (profit) of equity accounted investees reported net of tax	(8,492)	(379,067)
Previously unrecognised temporary differences	331,860	157,673
Franking credits	(815,435)	(437,418)
Income tax expense on pre-tax profit	-	-

	Association and Consolidated Entity		
(iii) Deferred tax assets and liabilities	Balance 1 July 2023	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2024
	$	$	$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-
	Balance 1 July 2022	Recognised in Statement of Profit or Loss and Other Comprehensive Income	Balance 30 June 2023
	$	$	$
Movement in temporary differences during the year:			
Accruals and provisions	-	-	-
Sundry	-	-	-
Property, plant and equipment	-	-	-
	-	-	-

A deferred tax asset has not been recognised as follows:

	Consolidated Entity	
	2024	2023
	$	$
Taxable and deductible temporary differences	(2,256)	1,150

The tax consolidated group currently has unrecognised carry forward tax losses of $921,892 which do not expire under current tax legislation. The deferred tax asset associated with these losses is not being recognised. The deferred tax asset associated with these losses is not being recognised as currently it is not considered probable that sufficient taxable profit will be generated by the tax consolidated group in order for the carry forward losses to be utilised.

The Association is a tax exempt entity and thus has no tax balances and no tax disclosures.

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $
12 Equity accounted investees				
Hospitality Industry Insurance				
25% ownership interest (2023: 25%) 6,000,000 B Ordinary Shares (2023: 6,000,000 B Ordinary Shares)	8,581,447	8,547,479	-	-
	8,581,447	8,547,479	-	-

Summary financial information of equity accounted investee:	2024 $	2023 $
Revenues (100%)	39,264,971	32,576,492
Profit after tax (100%)	6,455,498	8,456,359
Share of equity accounted investee entity's net profit/(loss) recognised (30%)	1,936,649	2,536,908
Current assets	141,084,423	127,380,828
Non-current assets	21,790,212	22,835,674
Total assets	162,874,635	150,216,502
Current liabilities	(68,292,869)	(60,553,435)
Non-current liabilities	(64,856,007)	(60,050,537)
Total liabilities	(133,148,876)	(120,603,972)
Net assets as reported by equity accounted investee (100%)	29,725,759	29,612,530

These amounts are for the year ended 30 June 2024, being the financial year of Hospitality Industry Insurance. Hospitality Industry Insurance is comprised of two portfolios: The Clubs Portfolio and the Hotels Portfolio. These amounts relate to the Clubs Portfolio of Hospitality Industry Insurance, and have been extracted from the most recent management accounts of the associate. Under the Amended Shareholders Agreement, ClubsNSW Insurance Holdings Pty Limited (CIH) are entitled to 30% of profits from the Clubs Portfolio of Hospitality Industry Insurance.

CIH holds the 25% equity share in Hospitality Industry Insurance. The share of equity accounted investee's profit recognised is based on CIH's 30% economic interest in the profits of the Clubs Portfolio of Hospitality Industry Insurance.

Movement in carrying amount of investment in equity accounted investee:	2024 $	2023 $
Carrying amount at the beginning of the financial year	8,547,479	7,031,212
Share of profit after income tax	1,936,649	2,536,908
Distributions received	(1,902,681)	(1,020,641)
Carrying amount at the end of the year	8,581,447	8,547,479

Hospitality Industry Insurance underwrites workers' compensation insurance for the NSW hospitality industry. Effective 30 June 2012, the specialised insurer licence issued by WorkCover NSW was extended to include clubs' risks, incorporating employers who are members of ClubsNSW. Employers Mutual Limited owns 50% of Hospitality Industry Insurance, with Australian Hotels Association (NSW) Holdings Pty Ltd owning the remaining 25%.

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $

13 Investment in joint venture entities

Australasian Hospitality & Gaming Expo Pty Ltd 33% ownership interest (2023: 33%) 2 ordinary shares (2023: 2 ordinary shares)	2	2	-	-
	2	2	-	-

Australasian Hospitality & Gaming Expo Pty Limited was established as a joint venture with the Registered Licensed Clubs Association of Queensland, Union of Employers (ClubsQLD) and The Club Managers Association of Australia, with a principal purpose of jointly providing Trade Expo events to members.

ClubsNSW Expo Holdings Pty Limited ("the Company") was allocated 33% of the issued capital (being 2 ordinary shares) for the amount of $2.

The financial result of the Company for the year ended 30 June 2024 was $nil (2023: $nil), and there was no financial impact on the consolidated accounts or disclosures required in respect of contingencies and commitments.

	Consolidated Entity	
	2024 $	2023 $

14 Equity — reserves

Club Future Fund **Opening Balance**	6,363,904	6,363,904
Movement for the year	-	-
Closing Balance	6,363,904	6,363,904

The Club Future Fund (CFF) was established pursuant to the CFF Charter, with the purpose that the Association apply the funds for the advancement of the club movement as a whole at its discretion.

The Club Awareness Fund **Opening Balance**	1,000,000	1,000,000
Movement for the year	-	-
Closing Balance	1,000,000	1,000,000

15 Notes to the statement of cash flows

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $
Reconciliation of cash flow from operating activities with net profit for the year				
Net profit	4,248,357	2,398,196	2,048,339	(422,435)
Adjustments for:				
Depreciation and amortisation	418,793	404,158	80,867	87,961
(Gain)Loss on disposal of property, plant & equipment	(18,888)	380	6,855	380
Non-cash portion of disposals	-	9,816	-	-
Non-cash portion of share of (profit) from equity accounted investee	(1,936,650)	(2,536,908)	-	-
	2,711,612	275,642	2,136,061	(334,094)
Changes in assets and liabilities:				
Change in employee benefits	86,670	(261,648)	86,670	(261,648)
Change in trade and other receivables	(1,293,551)	1,645,989	71,633	1,056,316
Change in trade and other payables	(734,087)	1,425,257	213,870	(334,855)
Net cash used in operating activities	770,644	3,085,240	2,508,234	125,719

16 Financial instruments

Financial risk management

Overview

The Association and Consolidated Entity have exposure to the following risks from their use of financial instruments:

- credit risk
- liquidity risk
- market risk.

This note presents information about the Association's and Consolidated Entity's exposure to the above risks, their objectives, policies and processes for measuring and managing risk, and the management of capital. Further quantitative disclosures are included in this financial report.

The Board of Directors has overall responsibility for risk management and oversees how management monitors compliance with the Association's and Consolidated Entity's policies and procedures and reviews the risks faced by the Association and Consolidated Entity. Policies are established to identify and analyse the risks faced by the Association and Consolidated Entity, to set appropriate controls, and to monitor risks and adherence to controls. Policies and systems are reviewed from time to time to reflect changes in market conditions and in the Association's and Consolidated Entity's activities.

Credit risk

Credit risk is the risk of financial loss to the Association and Consolidated Entity if a customer or counterparty to a financial instrument fails to meet its contractual obligations, and arises principally from the Association's and consolidated entity's cash and cash equivalent balances (including term deposits) and trade and other receivables.

Cash balances and other investments

The Association and Consolidated Entity aim to limit their exposure to credit risk by depositing or investing with approved financial institutions in accordance with a Board approved investment policy to ensure that investments are of a strong credit quality and liquidity, and have strong credit ratings (as issued by a third party ratings agency Standard & Poor's).

Trade and other receivables

The Association's and Consolidated Entity's exposure to credit risk with respect to trade and other receivables is influenced mainly by the individual characteristics of each customer. Approximately 53.58% (2023: 57.76%) of the consolidated entity's revenue is attributable to the apportionment of Keno subscriptions received. At year end approximately 15.89% (2023: 18.48%) of the Consolidated Entity's trade and other receivables balance relates to Keno subscriptions to be received.

The Association and Consolidated Entity have established an allowance for impairment that represents their estimate of incurred losses in respect of trade and other receivables and investments. The main component of this allowance is a specific loss component that relates to individually identified exposures.

Liquidity risk

Liquidity risk is the risk that the Association or Consolidated Entity will not be able to meet its financial obligations as they fall due. The Association's and Consolidated Entity's approach to managing liquidity is to ensure, as far as possible, that it will always have sufficient liquidity to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or risking damage to the Consolidated Entity.

Typically the Association and Consolidated Entity ensures that it has sufficient cash on demand to meet short term expected operational expenses. Cash investments made are in accordance with the Board approved investment policy which requires all investments to have regard to the liquidity and cash flow needs of the Association and the Consolidated Entity.

Market risk

Market risk is the risk that changes in market prices, such as interest rates, will affect the Association's or Consolidated Entity's income or the value of its holdings of financial instruments. The Association and Consolidated Entity's objective is to manage market risk exposures within acceptable parameters, while optimising the return.

Interest rate risk

The Association's and Consolidated Entity's exposure to interest rate risk relates directly to funds deposited with financial institutions. Changes in interest rates will affect the level of interest income received by the Association and Consolidated Entity. The Consolidated Entity actively manages its cash balances in order to minimise risk, whilst optimising the return.

Capital management

The Board's objective is to adequately secure the Consolidated Entity's capital base so as to maintain member and creditor confidence so as to sustain continued support and development of the club movement. The Board considers the Consolidated Entity's capital base as being total equity plus its special fund balances maintained for the benefit of the club movement.

The Board adopts a low risk approach to capital management and aims to maximise return on funds held without adopting higher risk strategies.

There were no changes in the Consolidated Entity's approach to capital management during the year.

Neither the Association nor any of its subsidiaries are subject to externally imposed capital requirements.

16 Financial instruments (continued)

Credit risk

Exposure to credit risk

The carrying amount of the Association's and Consolidated Entity's financial assets represents the maximum credit risk exposure, and at the reporting date was:

	CARRYING AMOUNT			
	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $
Cash and cash equivalents	23,837,021	21,303,315	18,303,676	13,506,516
Trade and other receivables	2,880,146	1,641,008	3,963,925	4,004,815
	26,717,167	22,944,323	22,267,601	17,511,331

Impairment losses

The ageing of the Consolidated Entity's trade receivables at the reporting date was:

	CARRYING AMOUNT			
	Gross	Impairment	Gross	Impairment
	2024 $	2024 $	2023 $	2023 $
Not past due	579,775	-	434,684	-
Past due 0-30 days	303,465	-	9,942	-
Past due 31-120 days	41,067	(14,121)	17,380	(2,196)
Past due 121 days to one year	6,974	(1,875)	-	-
	931,281	(15,996)	462,006	(2,196)

The Consolidated Entity's other receivables are classified as not past due.

The ageing of the Association's trade receivables at the reporting date was:

Not past due	579,775	-	434,684	-
Past due 0-30 days	303,465	-	9,942	-
Past due 31-120 days	41,067	(14,121)	17,380	(2,196)
Past due 121 days to one year	6,974	(1,875)	-	-
	931,281	(15,996)	462,006	(2,196)

The movement in the allowance for impairment in respect of trade receivables during the year was as follows:

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $
Balance at 1 July	2,196	2,944	2,196	2,944
Impairment/(written back)	13,800	(748)	13,800	(748)
Balance at 30 June	15,996	2,196	15,996	2,196

Liquidity risk

Liquidity risk is the risk that the Consolidated Entity will encounter difficulty in meeting the obligations associated with its financial liabilities that are settled by delivering cash or another financial asset.

The following are the remaining contractual maturities at the end of the reporting period of financial liabilities, including estimated interest payments:

	Contractual cash flows				
	Less than 1 year $	1-2 years $	2-5 years $	Over 5 years $	Total $
2024 Consolidated Entity					
Trade and other payables	8,502,223	-	-	-	8,502,223
	8,502,223	-	-	-	8,502,223
2024 Association					
Trade and other payables	12,375,156	-	-	-	12,375,156
	12,375,156	-	-	-	12,375,156

	Less than 1 year $	1-2 years $	2-5 years $	Over 5 years $	Total $
2023 Consolidated Entity					
Trade and other payables	9,290,729	-	-	-	9,290,729
	9,290,729	-	-	-	9,290,729
2023 Association					
Trade and other payables	9,677,223	-	-	-	9,677,223
	9,677,223	-	-	-	9,677,223

16 Financial instruments (continued)

Market risk

Interest rate risk

The Association's and Consolidated Entity's exposure to interest rate risk includes exposure to changes in interest rates on cash and cash equivalents and on loans and borrowings.

At the end of the reporting period, the interest rate profile of the Association and Consolidated Entity's interest-bearing financial instruments, as reported to the management of the Consolidated Entity, was as follows:

	Consolidated Entity Nominal Account		Association Nominal Account	
	2024 $	2023 $	2024 $	2023 $
Fixed rate instruments				
Cash and cash equivalents	9,243,258	10,728,030	6,477,000	6,141,435
	9,243,258	10,728,030	6,477,000	6,141,435
Variable rate instruments				
Cash and cash equivalents	14,593,763	10,575,285	11,826,676	7,365,081
	14,593,763	10,575,285	11,826,676	7,365,081

Sensitivity for fixed rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately $64,770 for the Association (2023: $61,414) and $92,433 for the Consolidated Entity (2023: $107,280). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2023.

Sensitivity analysis for variable rate instruments

Cash and cash equivalents

A change of 100 basis points in interest rates at the reporting date would have increased/(decreased) the profit or loss and the net equity by approximately $118,267 for the Association (2023: $73,651) and $145,938 for the Consolidated Entity (2023: $105,753). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2023.

Loans and borrowings

An increase of 100 basis points in interest rates at the reporting date would have decreased the profit or loss and the net equity by $nil for the Consolidated Entity (2023: $nil). A decrease of 100 basis points in interest rates at the reporting date would have increased the profit or loss and the net equity by $nil for the Consolidated Entity (2023: $nil). This analysis assumes that all other variables remain constant. The analysis is performed on the same basis for 2023.

Fair values

The carrying amounts of financial assets and liabilities shown in the Statement of Financial Position approximate their fair values.

17 Related parties

Key management personnel compensation

The key management personnel of the Association and the Consolidated Entity are the Board of Directors and the CEO, and Executive Management personnel. Compensation paid to key management personnel is as follows:

	Consolidated Entity		Association	
	2024 $	2023 $	2024 $	2023 $
Short-term employment benefits	1,521,585	1,550,804	1,297,679	1,307,550
Long-term employment benefits	35,013	17,384	35,013	17,384
Post-employment benefits	93,395	92,006	68,719	66,464
	1,649,993	1,660,194	1,401,411	1,391,398

Other key management personnel transactions

There were no transactions between the Consolidated Entity and its directors or directors of subsidiaries.

Other related parties

The Association received management fee income from the following related parties for the provision of services as follows:

	2024 $	2023 $
ClubsAustralia Incorporated	400,000	300,000
The Club Directors Institute Limited	160,000	160,000
Club*BIZ* Trust	20,000	20,000
Clubs Australia-Industrial	-	50,000
	580,000	530,000

17 Related parties (continued)

Wholly owned group
The Association incurs rent and motor vehicle charges from a subsidiary, Registered Clubs Association Holdings Pty Limited. This amounted to $556,236 during the year ended 30 June 2024 (2023: $556,732).

All transactions are in the normal course of business and on normal terms and conditions.

Pursuant to royalty agreements, ClubKENO Holdings Pty Ltd (CKH) paid royalties in relation to the Keno game to the Association during the year ended 30 June 2024 of $7,355,862 (2023: $6,637,961), and the Association through its Keno Department has provided administrative and promotional services to CKH. An amount equal to the royalties received net of the cost of the services provided to CKH is transferred annually by the Association to its Club Future Fund – refer Note 14.

ClubKENO Holdings Pty Ltd contributed $3,691,895 (2023: $2,035,715) direct to the Association's industry-wide communication campaign.

Premiums in respect of directors' and officers' liability insurance have been paid by the Association during the year, relating to both the Association and its subsidiaries.

Certain subsidiaries within the Consolidated Entity are part of a tax consolidated group. The head entity in the tax consolidated group is ClubsNSW Pty Limited. The members of the tax consolidated group have entered into a tax funding agreement which sets out funding obligations in respect of tax amounts – refer Note 1 (k). Tax balances have been transferred through inter-entity accounts at year end pursuant to the tax funding agreement.

The inter-entity receivable and payable balances are interest free and are at call. Refer to Notes 5 and 9 for inter-entity receivable and payable balances.

During the year, the Association paid $240,750 (2023: $225,000) in membership fees to ClubsAustralia Incorporated.

The Club*BIZ* Trust contributed $38,500 (2023: $220,000) to The Registered Clubs Association of New South Wales industry contribution report during the year.

Transactions with equity accounted investee

The Association received advertising fee revenue from Hospitality Industry Insurance during the year ended 30 June 2024 of $1,725,048 (2023: $952,867).

The Association recognised Corporate Partnership revenue from Hospitality Industry Insurance during the year of $105,301 (2023: $98,137).

Both of the above transactions between the Association and Hospitality Industry Insurance were conducted in the normal course of business of the Association.

Hospitality Industry Insurance declared a dividend of $1,902,681 in respect of the year ended 30 June 2023 (2022: $1,020,641). It is noted that the loan to Hospitality Industry Insurance has been fully repaid as at 30 June 2024 and future dividends received are noted as cash.

18 Events subsequent to reporting date

There has not arisen in the interval between the end of the financial year and the date of this report any item, transaction, or event of a material and unusual nature likely, in the opinion of the Directors of the Association, to affect significantly the operations of the Consolidated Entity, the results of those operations, or the state of affairs of the Consolidated Entity, in future financial years.

19 Group entities

Subsidiaries	Country of incorporation	Ownership interest	
		2024	2023
		%	%
ClubsNSW Pty Limited	Australia	100	100
ClubKENO Holdings Pty Limited	Australia	100	100
Registered Clubs Association Holdings Pty Limited	Australia	100	100
ClubsNSW Expo Holdings Pty Limited	Australia	100	100
The Club Directors Institute Limited	Australia	-	-
Club*BIZ* Holdings Pty Limited	Australia	100	100
ClubsNSW Insurance Holdings Pty Limited	Australia	100	100
ClubPASS Holdings Pty Limited	Australia	100	100
ClubsNSW IP Holdings Pty Limited	Australia	100	100
Venue Technologies NSW Pty Limited*	Australia	-	100
ClubsNSW Digital Services Pty Limited	Australia	100	100

ClubsNSW Pty Limited is a non operating entity which holds the ownership interest in each of the other subsidiaries with the exception of the Club Directors Institute Limited. It is also the head entity of the tax-consolidated group — refer Note 1 (k).

* Venue Technologies NSW Pty Limited was deregistered on 20 August 2023.

(a) ClubKENO Holdings Pty Limited:	2024	2023
	$	$
Revenue		
Apportionment of Keno subscriptions	19,183,550	18,577,116
Interest	268,110	163,619
Sundry revenue	-	389
Total revenue	19,451,660	18,741,124
Expenditure		
Directors' fees	248,582	268,796
Associated payroll costs	12,181	13,026
General insurance	12,000	12,000
Communication network fees	2,723,621	2,634,758
Keno promotion support	567,421	548,908
Royalties – club subscriptions	6,926,942	6,246,467
Royalties – casino subscriptions	20,017	23,517
Royalties – hotel subscriptions	408,903	367,977
Duty contribution	793,780	686,810
Keno sponsorship	337,950	1,306,673
Communications campaign and others	3,933,014	2,140,666
Additional commissions - clubs	3,408,465	4,438,270
Other operating expenses	58,784	53,256
	19,451,660	18,741,124
Profit / (loss) before income tax	-	-
Income tax benefit	-	-
Net profit / (loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

19 Group entities (continued)

(b) Registered Clubs Association Holdings Pty Limited:	2024 $	2023 $
Revenue		
Rental income	563,330	577,193
Other Income	25,743	-
Total revenue	589,073	577,193
Expenditure		
Office occupancy	172,354	164,729
Building maintenance	11,200	10,635
Administration	16,919	16,054
Depreciation	337,926	316,197
Total expenses	538,399	507,615
Profit before income tax	50,674	69,578
Income tax expense	(3,625)	(18,141)
Net profit for the year	47,049	51,437
Other comprehensive income	-	-
Total comprehensive income for the period	47,049	51,437

c) The Club Directors' Institute Limited:	2024 $	2023 $
Revenue		
Membership subscriptions	485,326	458,370
Sale of goods	47,314	8,546
Total revenue	532,640	466,916
Expenditure		
Printing and stationery	13,704	12,209
Postage and distribution	24,069	21,002
Professional services	190,786	172,712
Travel and accommodation	5,173	4,851
Conference venues	6,804	4,160
Subscriptions	60,000	60,000
Other	359	6,598
Total expenditure	300,895	281,532
Profit before tax	231,745	185,384
Income tax expense	-	-
Profit for the year	231,745	185,384
Other comprehensive income	-	-
Total comprehensive income for the year	231,745	185,384

(d) Club*BIZ* Holdings Pty Limited

This subsidiary acts as Trustee for the Club*BIZ* Trust. The Club*BIZ* Trust was established for the purpose of benefiting the general community in NSW by providing financial assistance to registered clubs within NSW that are in financial need or hardship. The Club*BIZ* Trust is not part of the Consolidated Entity as it is not controlled by the Association.

Club*BIZ* Holdings Pty Limited	2024 $	2023 $
Revenue	-	-
Expenditure	-	-
Profit /(loss) before income tax	-	-
Income tax	-	-
Net profit /(loss) for the year	-	-
Other comprehensive income	-	-
Total comprehensive income for the period	-	-

Right of Indemnity

Club*BIZ* Holdings Pty Ltd acts solely as trustee of the Club*BIZ* Trust and, in that capacity, liabilities have been incurred on behalf of the Trust.

Such liabilities are only recognised in the financial report of Club*BIZ* Holdings Pty Ltd when it is probable that the Association will have to meet these liabilities and, a right of indemnity from the Trust's assets is also recognised, measured at the fair value of the Trust's assets.

The book value of the assets of the Club*BIZ* Trust, based on the Trust's accounting policies and as reflected in the Trust's Statement of Financial Position as at 30 June 2024, exceeds the liabilities of the Trust as at 30 June 2024 (refer below).

The directors of Club*BIZ* Holdings Pty Ltd believe that the assets of the Trust are both in a form appropriate and sufficient to meet the trustee's right of indemnity from the Trust for liabilities incurred on behalf of the Trust as and when they fall due. In making this assessment, directors had regard to the market value of the underlying assets of the Trust. However, the Trust's assets supporting the right of indemnity are not directly available to meet any liabilities incurred by Club*BIZ* Holdings Pty Ltd in its own right.

19 Group entities (continued)

(d) Club*BIZ* Holdings Pty Limited (continued)

Club*BIZ* Trust

The Statements of Profit or Loss and Other Comprehensive Income for the period ended 30 June 2024 and the Statement of Financial Position as at 30 June 2024 of the Club*BIZ* Trust, which is not part of the Consolidated Entity, are summarised as follows:

Statements of Profit or Loss and Other Comprehensive Income

Club*BIZ* Trust	2024 $	2023 $
Revenue		
Interest income	58,167	36,081
Total Revenue	58,167	36,081
Expenditure		
Professional services	73,926	253,513
Insurance	8,250	8,250
General expenses	370	353
Total expenditure	82,546	262,116
Loss before income tax	(24,379)	(226,035)
Income tax (expense)/benefit	(6,566)	(5,907)
Net loss for the year	(30,945)	(231,942)
Other comprehensive income	-	-
Total comprehensive loss for the period	(30,945)	(231,942)

Club*BIZ* Trust

Statement of Financial Position	2024	2023
	$	$
Current assets		
Cash and cash equivalents	1,383,374	1,451,425
Trade and other receivables	13,647	14,532
Total current assets	1,397,021	1,465,957
Non-current assets		
Deferred income tax benefit	-	-
Total non-current assets	-	-
Total assets	1,397,021	1,465,957
Current liabilities		
Trade and other payables	13,580	58,137
Deferred tax liability	671	1,922
Other liabilities	7,817	-
Total current liabilities	22,068	60,059
Total liabilities	22,068	60,059
Net assets	1,374,953	1,405,898
Accumulated funds		
Settled fund	10	10
Undistributed funds	1,374,943	1,405,888
Total accumulated funds	1,374,953	1,405,898

19 Group entities (continued)

(e) ClubsNSW Insurance Holdings Pty Limited:	2024 $	2023 $
Revenue	1,902,681	1,020,641
Expenditure	13,038	12,412
Profit/(loss) before income tax	1,889,643	1,008,229
Income tax benefit/(expense)	398,824	71,752
Net profit/(loss) for the year	2,288,467	1,079,981
Other comprehensive income	-	-
Total comprehensive profit/(loss) for the period	2,288,467	1,079,981

(f) ClubsNSW Expo Holdings Pty Limited:	2024 $	2023 $
Revenue	-	29,828
Expenditure	-	-
Profit/(loss) before income tax	-	29,828
Income tax benefit/(expense)	6,526	(8,814)
Net profit/(loss) for the year	6,526	21,014
Other comprehensive income	-	-
Total comprehensive profit/(loss) for the period	6,526	21,014

20 Contingent liabilities

The Association and its controlled entities is not aware of any significant contingent liabilities as at balance date.

INDEPENDENT AUDITOR'S REPORT

To the members of The Registered Clubs Association of New South Wales

Opinion

We have audited the ***Financial Report*** of The Registered Clubs Association of New South Wales ("the Association") and its controlled entities ("*the Consolidated Entity*").

In our opinion, satisfactory accounting records were kept by the Association and its Controlled Entities during the year including:

a. Records of the sources and nature of income, including income from members; and

b. Records of the nature and purpose of expenditure.

In our opinion, the accompanying *Financial Report* of the Consolidated Entity as at 30 June 2024 is prepared, in all material respects, in accordance with Section 510 of the *Industrial Relations Act 1991*, and was properly drawn up so as to give a true and fair view of:

c. The financial affairs of the Association and the Consolidated Entity as at 30 June 2024; and

d. The results of the cash flows of the Association and the Consolidated Entity for the year then ended.

All information and explanations which were required for the purpose of our audit were provided.

The ***Financial Report*** comprises:

- Statements of financial position as at 30 June 2024
- Statements of profit or loss and other comprehensive income, statements of changes in equity, and statements of cash flows for the year then ended
- Notes including material accounting policies
- Directors' Declaration.

The ***Consolidated Entity*** consists of The Registered Clubs Association of New South Wales ("the Association") and the entities it controlled at the year-end or from time to time during the financial year.

Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Consolidated Entity and the Association in accordance with the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

Restriction on use

The Financial Report has been prepared to assist the Directors of The Registered Clubs Association of New South Wales in complying with the financial reporting requirements of Section 510 of the *Industrial Relations Act 1991.*

As a result, the Financial Report and this Auditor's Report may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Our report is intended solely for the Directors of The Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission, and should not be used by or distributed to parties other than the Directors of The Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission. We disclaim any assumption of responsibility for any reliance on this report, or on the Financial Report to which it relates, to any person other than the Directors of the Registered Clubs Association of New South Wales and the NSW Industrial Relations Commission, or for any other purpose than that for which it was prepared.

Other information

Other Information is financial and non-financial information in The Registered Clubs Association of New South Wales's annual reporting, which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

The Other Information we obtained prior to the date of this Auditor's Report was the Directors' Report and the Accounting Officer's Report.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- the preparation of the Financial Report that gives a true and fair view in accordance with the financial reporting requirements of the *Australian Accounting Standards* and Section 510 of the *Industrial Relations Act 1991*
- implementing necessary internal control to enable the preparation of a Financial Report that is free from material misstatement, whether due to fraud or error
- assessing the Association and the Consolidated Entity's ability to continue as a going concern and whether the use of the going concern basis of accounting is appropriate. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Association and the Consolidated Entity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

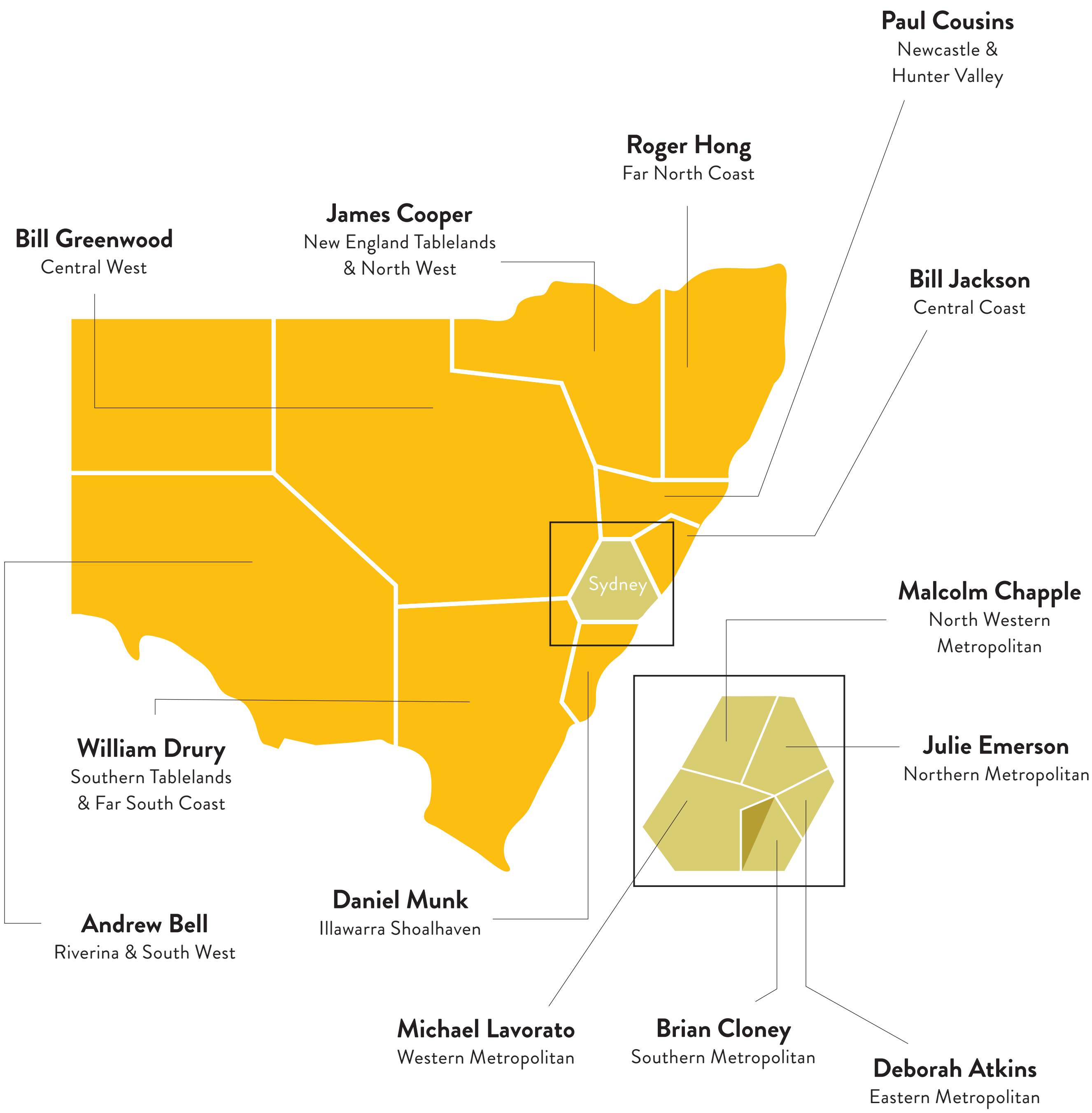
Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the *Auditing and Assurance Standards Board* website at: http://www.auasb.gov.au/auditors_responsibilities/ar3.pdf This description forms part of our Auditor's Report.

KPMG

Cameron Roan
Partner
Sydney
23 August 2024

STATE COUNCILLORS



As at September 2024

MEMBER CLUBS

Sydney Metro
36%

Regional
64%

Total Clubs in NSW
1095

By club type

Bowling 32%

RSL 23%

Golf 21%

Sporting 9%

Rugby League 5%

Ethnic 2%

Workers 2%

Other 6%

MEMBER CLUBS

Member Clubs

Parent Clubs

Amalgamated Clubs

Additional Premises

MEMBER CLUBS

01
Newcastle & Hunter Valley

Aberdeen Sport& Recreation Club
Aberdeen RSL Citizens Club
Abermain Bowling & Recreation Club
Adamstown Bowling Club
Alder Park Sports Club
Bar Beach Bowling Club
Bellbird Park Bowling Club
Bellbird Workers Club
Belmont 16s Sailing Club
Belmont Golf Club
Beresfield Bowling Club
Boolaroo Bowling Club
Branxton Golf Club
Budgewoi Soccer Club
Cardiff Bowling Club
Cardiff RSL
Carrington Cove Bowling & Sports Club
Central Charlestown Leagues Club
Cessnock Leagues Club
Club Charlestown
Charlestown Golf Club
Clarence Town Bowlo
Club Kotara
Club Lemon Tree
Club Macquarie
Club Maitland City
Club Redhead
Club Shortland
Club Singleton
Club Stockton
Croatian Wickham Sports Club
Denman Bowling Club
Denman RSL Club
Dora Creek Workers Club
Dungog Memorial Bowling Club
Dungog Memorial
East Cessnock Bowling Club
Easts Leisure & Golf
East Maitland Bowling Club
Edgeworth Sport & Rec Club
Fingal Bay Sports Club
Gallipoli Legion Club
Gresford Bowls Sport & Recreation Club
Greta Workers Sports & Recreation Club
Hamilton North Bowling Club
Hawks Nest Golf Club
Heaton Birmingham Gardens Bowling Club
Hexham Bowling Club
Kahibah Sports Club
Karuah RSL
Kurri Golf Club
Kurri Kurri Bowling Club
Lake Macquarie Yacht Club
Lambton Bowling Club
Lorn Park Bowling Club
Lowlands Bowling Club
Marks Point Sports Club
Mayfield Bowling Club
Mayfield Ex-Services Club
Mayfield West Bowling Club
Merewether Bowling Club
Merewether Golf Club
Merriwa RSL
Merriwa Sports Club
Muree Golf Club
Murrurundi Bowling Club
Muswellbrook Workers Club
Muswellbrook Golf Club
Muswellbrook RSL
Nelson Bay Bowling & Recreation Club
Nelson Bay Golf Club
Newcastle Port Stephens Game Fish Club
Newcastle Club
Newcastle Golf Club
Newcastle Cruising Yacht Club
Paxton Bowling Club
Pelican RSL
Rathmines Bowling Club
Raymond Terrace Bowling Club
Royal Motor Yacht Club Toronto
Scone Bowling Club
Scone RSL
Scone Sporties
Club Shortland
Club Singleton
Singleton Golf Club
Singleton Diggers
Singleton Returned Servicemen's Club
Singleton Rugby Club
Soldiers Point Bowling Club
South Newcastle Rugby League Club
Stockton Bowling Club
Stroud & District Country Club
Summerland Sporties
Swansea RSL
Swansea Workers Club
Tanilba Bay Golf Club
Tea Gardens Country Club
Telarah Bowling Club
Teralba Bowling Club
Tilligerry RSL
Toronto Country Club
Toronto Workers Club
Toronto Diggers
Valentine Bowling Club
Vincent Street Kitchen + Bar
Wallsend Sporties
Wallsend Diggers
Wangi Wangi Bowling Club
Wangi District Workers Club
Wangi RSL
Waratah Golf Club
Warners Bay Sports Club
Water Board Bowling Club
West Wallsend Workers Club
Wests New Lambton
Weston Workers Club
Wests Sports Club
Wests Cardiff
Wests City
Wests Mayfield
Wests Nelson Bay
Windale Gateshead Bowling Club

02
Far North Coast

Cherry Street Sports Ballina
Ballina Golf & Sport Club
Ballina RSL
Bangalow Bowling Club
Bellingen Golf Club
Bonalbo Bowling Club
Bowraville Recreation Club
Broadwater Bowling Club
Brooms Head Bowls Club
Bulahdelah Bowling Club
Bulahdelah Golf Club
Burringbar District Sports Club
Byron Bay Bowling Club
Byron Bay Golf Club
Byron Bay Services Club
Cabarita Beach Bowls & Sports Club
Casino Golf Club
Casino RSM Club
C.ex Coffs
C.ex Urunga
C.ex Woolgoolga
Club Banora
Club Forster
Club Goonellabah
Club Harrington
Club Iluka
Club Lennox
Club North Haven
Club Old Bar
Club Quirindi
Club Scotts
Club Taree
Club Tweed
Club Urunga
Club West
Coffs Harbour Golf Club
Coffs Leagues Club
Coffs Harbour Surf Lifesaving Club
Coffs Harbour Yacht Club
Comboyne Ex-Servicemen's & Citizen's Club

MEMBER CLUBS

Condong Bowling Club
Coolangatta Tweed Heads Golf Club
Coraki Golf Club
Coraki Memorial Bowling Club
Crescent Head Country Club
Cudgen Headland Surf Life Saving Club
Cudgen Leagues Club
Dorrigo Memorial RSL
Dunoon Sports & Recreational Club
East Lismore Bowling Club
Evans Head Bowlo
Forster Bowling Club
Forster Tuncurry Golf Club
Frederickton Golf Club
Gloucester Bowling Club
Gloucester Country Club
Gloucester Soldiers Club
Grafton District Golf Club
Grafton District Services Club
Great Lakes Country Club
Hallidays Sports Club
Hat Head Bowling & Recreation Club
Hibbard Sports Club
Iluka Golf Club
Italo Australian Sports-Recreation Club
Kempsey Golf Club
Kempsey Heights Bowling Club
Kempsey Macleay RSL
Kendall Services & Citizens Club
Kew Country Club
Kingscliff Beach Bowls Club
Kyogle Bowling Club
Kyogle Golf Club
Lake Cathie Bowling Club
Lansdowne Bowling & Recreation Club
Laurieton United Services Club
Lismore Workers Club
Lismore City Bowling & Recreation Club
Lismore Heights Sports, Recreation & Community Club
Lismore Workers Golf Club
Lismore Workers Sports Club
Macksville Country Club
Macksville Ex Services Club
Maclean & District Bowling Club
Maclean Golf Club
Club Manning Point
Mullumbimby Bowling Club
Mullumbimby Ex-Services Club
Mullumbimby Golf Club
Mullumbimby Leagues Club
Murwillumbah Leagues Club
Murwillumbah Golf Club
Murwillumbah Services Club
Nambucca Bowls Club
Nambucca Heads Island Golf Club
Nambucca RSL
Nambucca Leagues & Sports Club
North Beach Recreation & Bowling Club

Ocean Shores Country Club
Pacific Palms Bowling Club
Pacific Palms Recreation Club
Panthers Port Macquarie
Park Beach Bowls Club
Plateau Sports
Port City Bowling Club
Port Macquarie Golf Club
Pottsville Beach Sports
Red Rock Bowling & Recreation Club
Safety Beach Golf Club
Sawtell Bowls Club
Sawtell Golf Club
Sawtell RSL
Seagulls Club
Smithtown RSL Memorial Bowling Club
South Grafton Ex-Servicemens Club
South Lismore Bowling Club
South Services Club
South Tweed Bowls Club
South West Rocks Country Club
Sporties Tuncurry
Stuarts Point Workers Recreation & Bowls Club
Taree Aquatic Club
Taree Leagues Sports Club
Taree Railway Institute Bowling Club
Telegraph Point Sport & Recreation Club
The Bowlo Kempsey
The Westport Club
Tuncurry Beach Bowling Club
Twin Towns Juniors Club
Twin Towns
Ulong Ex-Services Club
Urbenville & District Bowling Club
Wauchope Country Club
Wauchope RSL
Wingham Bowling Club
Wingham Memorial Services Club
Wingham Golf Club
Woodburn Evans Head Golf Club
Woodburn Evans Head RSL
Woolgoolga Diggers Club
Wooli Bowls Club
Yamba Bowling Club
Yamba Golf & Country Club

03
New England Tablelands & North West

Armidale City Bowling Club
Armidale Ex Services Memorial Club
Armidale Golf Club
Ashford Bowling Club
Barraba Bowling Club
Barraba RSL & Recreation Club
Bellata Golf Club
Bingara RSL
Bingara Sporting Club
Boggabilla Town & Country Club
Boggabri RSL
Bundarra Sports & Recreation Club
Club Quirindi
Collarenebri Club
Croppa Creek Bowling Club
Glen Innes & District Services Club
Glen Innes Bowling Club
Glen Innes Golf Club
Grawin Club in the Scrub
Gunnedah Golf Club
Gunnedah Rugby Club
Gunnedah Services & Bowling Club
Guyra Bowling Club
Inverell East Bowling Club
Inverell Golf Club
Inverell RSM Club
Kootingal Bowling Club
Lightning Ridge Bowls Club
Manilla Bowling Club
Manilla Services Club
Moree Services Club
Moree Golf Club
Narrabri Bowlo
Narrabri Golfie
Narrabri RSL
New England Club
North Tamworth Bowling Club
Quirindi RSL Golf Club
South Tamworth Bowling Club
Tamworth City Bowling Club
Tamworth Golf Club
Tamworth Services Club
Tenterfield Bowling Club
Tenterfield Golf Club
The Courts @ East
Tingha Sports & Recreation Club
Moree Town & Country Club
Upper Horton Sports Club
Uralla Bowling Club
Uralla Golf Club
Walcha Bowling & Recreation Club
Walgett District Sporting Club
Walgett RSL
Warialda Golf & Bowling Club
Wee Waa Bowling Club
Wee Waa Golf Club
Werris Creek Bowling & Tennis Club
Werris Creek Golf Club
West Tamworth League Club
West Tamworth Sports & Bowling Club
Wests' Diggers
Willow Tree Bowling Club

MEMBER CLUBS

04
Central West

Baradine Bowling Club
Bathurst Golf Club
Bathurst RSL
Binnaway Bowling Club
Blackheath Golf & Community Club
Blayney Golf Club
Bourke Bowling Club
Brewarrina RSL
Canowindra Bowling Club
Canowindra Golf Club
Canowindra Services Club
Cassilis Bowling Club
Club Dubbo
Club Forbes
Club Lawson
Club Lithgow
Club Millthorpe
Club Mudgee
Cobar Bowling & Golf Club
Cobar Memorial Services Club
Condobolin RSL
Condobolin Sports Club
Coolah Sporting Club
Coonabarabran Bowling Club
Coonabarabran Golf Club
Coonamble Bowling Club
Coonamble Golf Club
Cowra Bowling & Recreation Club
Cowra Golf Club
Cowra Services Club
Cudal Bowling Club
Cumnock Bowling Club
Dubbo City Bowling Club
Dubbo Golf Club
Dubbo RSL
Dunedoo Bowling Club
Dunedoo Sports Club
Duntryleague Golf Club
Eugowra Community Bowls & Recreation Club
Forbes Sports & Recreation Club
Geurie Bowling Club
Gilgandra Services Club
Gooloogong Country Club
Grenfell Bowling Club
Gulargambone Bowling Club
Gulgong Bowling Club
Gulgong RSL
Hazelbrook Bowling Club
Henbury Golf Club
Parkes Leagues Club
Kandos Returned Services Community Club
Katoomba RSL
Leura Golf Club
Lithgow Workies Club
Lithgow Golf Club
Macquarie Club
Majellan Bowling Club
Manildra Bowling Club
Mendooran-Merrygoen Memorial Club
Mendooran Bowling Club
Molong Bowling Club
Molong RSL
Mudgee Golf Club
Narromine Bowling Club
Narromine Golf Club
Narromine United Services Memorial Club
Nyngan Bowling Club
Nyngan Golf Club
Nyngan RSL Civic Club
Oberon RSL
Oberon Rugby Leagues Football Club
Orange City Bowling Club
Orange Ex-Services' Club
Orange Ex-Services' Country Club
Panthers Bathurst
Parkes Bowling & Sports Club
Parkes Golf Club
Parkes Services Club
Peak Hill Bowling Club
Peak Hill Ex-Services & Citizens Club
Portland Bowls Club
Portland Golf Club
Portland RSL
Springwood Country Club
Springwood Sports Club
The Rylstone Club
The Wentworth Orange
Tottenham Golf Club
Trangie Bowling Club
Trangie United Services Memorial Club
Trundle Services & Citizens Club
Trundle Services Golf Club
Tullamore Bowling & Citizens Club
Wallerawang Community & Sports Club
Waratah Sports Club
Warren Services Club
Warren Golf Club
Wellington Golf Club
Wellington Soldiers Club
Wentworth Falls Country Club
Woodstock Bowling Sport & Recreation Club
Wyangala Country Club
Yeoval Bowling Club

05
Riverina & South West

Adelong Services Citizens & Bowling Club
Ardlethan Bowling & Recreation Club
Ariah Park Bowling Club
Balranald Club
Barellan & District War Memorial Club
Barooga Sports Club
Brown Hill Demo Club
Batlow RSL Bowling Club
Batlow RSL
Berrigan Community Golf & Bowls Club
Binalong Community Club
Boorowa Ex-Services & Citizens Club
Broken Hill Musicians Club
Broken Hill Sturt Club
CluBarham
CluBarham
Club Corowa
Club Mulwala
Club Tocumwal
Club Tumut
Cobram Barooga Golf Club
Coleambally Community Club
Commercial Club Albury
Commercial Golf Resort
Coolamon Sport & Recreation Club
Coomealla Golf Club
Coomealla Memorial Sporting Club
Cootamundra Country Club
Coro Club
Corowa Golf Club
Culcairn Bowling & Recreation Club
Darlington Point Club
Deniliquin Bowling Club
Deniliquin Club
Deniliquin Golf Club
Deniliquin RSL
Moama RSL
Euston Bowling Club
Exies Sports Club
Finley Bowling Club
Finley Golf Club
Finley Returned Soldiers Club
Ganmain Sports Club
Goolgowi Ex-Servicemen's Memorial Club
Griffith Ex-Servicemen's Club
Griffith Golf Club
Griffith Leagues Club
Gundagai District Services Club
Harden Country Club
Harden District Bowling Club
Hay Services Club
Henty Community Club
Hillston Ex-Servicemen & Citizens Club
Holbrook Returned Servicemen's Club
Howlong Golf Resort

MEMBER CLUBS

Humula Citizens Sports Club
Jerilderie Sports Club
Junee Bowling Club
Junee Ex-Services Memorial Club
Khancoban Country Club
Lake Cargelligo Bowling Club
Leeton & District Bowling Club
Leeton Soldiers
Lockhart Ex-Servicemen's Club
Mathoura Bowling Club
Moama Bowling Club
Moulamein Bowling Club
Mulwala Water Ski Club
Murray Downs Golf & Country Club
Narrandera Ex-Servicemen's Club
Northside Leagues Club
Oaklands RSL & Bowling Club
Rich River Golf Club
Rules Club Wagga
SS&A Albury
South Broken Hill Golf Club
Stockinbingal Bowling Club
Talbingo Country Club
Tarcutta RSL Club
Temora Bowling & Recreation Club
Temora Ex-Services Memorial Club
Temora Golf Club
The Albury Club
The Coota Ex-Services Club
The Rock Memorial Bowling Club
The Workies Club
Thurgoona Country Club Resort
Tooleybuc Sporting Club
Tumbarumba Bowling Club
Tumbarumba Golf Club
Tumut Golf Club
Ungarie District Bowling Club
Urana Bowls Club
Wagga RSL
Wagga Wagga Boat Club
Wagga Wagga Country Club
Wakool Services Club
Walla Walla Bowling & Recreation Club
Weethalle Country Club
West Wyalong Bowling Club
West Wyalong Services & Citizens Club
West Wyalong S&C Sports Club
Whitton Bowling & Recreational Club
Wilcannia Golf Club
Yanco All Servicemen's Club
Yarrawonga Mulwala Golf Club Resort
Yenda Diggers' Club
Yerong Creek Bowling Club
Yoogali Club
Young Bowling Club
Young Services Club

06
Southern Tablelands & Far South Coast

Adaminaby Bowling & Sports Club
Antill Park Country Golf Club
Bargo Sports Club
Batemans Bay Soldiers Club
Bega Country Club
Bermagui Country Club
Bodalla Bowling & Recreation Club
Bombala RSL
Bowral Bowling Club
Bowral Golf Club
Braidwood Servicemens Club
Bungendore Bowling & Sports Club
Burns Club Canberra
Canberra Labor Club
Canberra Labor Club Group
Canberra Southern Cross Club
Captains Flat RSL & Citizens Bowling Club
Catalina Country Club
City Labor Club
Club Bega
Club Dalmeny
Club Malua
Club Narooma
Club Sapphire Merimbula
Coolamatong Country Club
Cooma Ex-Service Club
Crookwell Golf Club
Crookwell RSL Services Club
Delegate Country Club
Eden Sports Recreation Club
Goulburn Golf Club
Goulburn Railway Bowling Club
Goulburn Soldiers Club
Goulburn Workers Club
Highlands Golf Club
Jindabyne Bowling & Sports Club
Lake Conjola Bowling Club
Merimbula RSL
Milton Ulladulla Bowling Club
Milton Ulladulla Ex Servos Club
Mittagong RSL
Mollymook Beach Bowling & Recreation Club
Mollymook Golf Club Beachside
Mollymook Golf Club
Moruya Bowling & Recreational Club
Moruya Golf Club
Moss Vale Golf Club
Moss Vale Services Club
Narooma Golf Club
Nimmitabel Country Club
Oakdale Workers
Pambula Merimbula Golf Club
Picton Bowling Club
Queanbeyan Tigers Club
Queanbeyan Golf Club
Queanbeyan Kangaroo Rugby League Football Club
Queanbeyan Leagues Club
Queanbeyan RSL Memorial Bowling Club
Queanbeyan Sports & Community Club
Robertson Bowling Club
Taralga Sports Club
Tathra Beach Bowling Club
Tathra Beach Country Club
The Bundanoon Club
The Goulburn Club
The Hellenic Club
The Weston Creek Labor Club
Tomakin Sports & Social Club
Tura Beach Country Club
Tuross Head Country Club
Vikings Sports Club
Yass Bowling Club
Yass Golf Club
Yass Soldiers Club
Yowani Country Club

07
Illawarra & Shoalhaven

AGA Club Germania
Albion Park Bowling & Recreation Club
Albion Park RSL Memorial Club
Bellambi Bowling Club
Berkeley Sports
Berry Bowling Club
Bomaderry Bowling Club
Bulli Workers Club
Club Callala
Club Jervis Bay
Club Thirroul
Club Windang
Coledale RSL
Collegians Balgownie
Collegians Illawarra Leagues
Collegians Rugby League Football Club
Corrimal Bowling Club
Corrimal RSL
Culburra Bowling & Recreation Club
Currarong Bowling & Recreation Club
Dapto Citizens Bowling Club
Dapto Leagues Club
Fairy Meadow Bowling Club
Figtree Sports
Gerringong Bowlo
Gerroa Boat Fishermans Club
Greenwell Point Bowling & Sports Club
Husky Sports
Illawarra Yacht Club
Kemblawarra Portuguese Sports & Social Club

MEMBER CLUBS

Kiama Bowling & Recreation Club
Kiama Golf Club
Kiama Leagues Club
Nowra Bowling & Recreation Club
Nowra Golf Club
Oak Flats Bowling & Recreation Club
ORB Bowling & Recreation Club
Port Kembla Golf Club
Scarborough-Wombarra Bowling & Recreation Club
The Shoalhaven Ex-Servicemen's Club
Shoalhaven Heads Bowling & Recreation Club
Shoalhaven Heads Golf Club
St Georges Basin Golf Club
Steelers
Sussex Inlet Bowling Club
Sussex Inlet Golf Club
Sussex Inlet RSL
The Builders Club
The Country Club Vincentia
The Fraternity Club
The Grange Golf Club
The Royal Sydney Yacht Squadron
The Shellharbour Club
Towradgi Park Bowls
Warilla Bowls & Recreation Club
Warilla Sporties
Wests Illawarra
Wiseman Park Wollongong City Bowling Club
Wollongong City Diggers
Wollongong Golf Club
Wollongong Tennis Club
Woonona Bowling and Recreation Club
Woonona Bulli RSL
Worrigee Sports

08
Southern Metropolitan

Arncliffe Scots Club
Bardwell Valley Golf Club
Beverley Park Golf Club
Bexley Golf Club
Bexley RSL
Brighton RSL
Bundeena Bowling Club
Bundeena Community & Services Club
Caringbah Bowling & Recreation Club
Club Arncliffe
Club Central Hurstville
Club Central Menai
Club Cronulla
Club Engadine
Club Grandviews
Club Heathcote
Club Kirrawee
Club on East
Club Rivers
Club Rocky's
Cronulla Golf
Cronulla RSL
EBP Sports
Earlwood Bardwell Park RSL
Engadine Bowling Club
Georges River 16ft Sailing Club
Gymea Miranda Bowling & Sports Club
Helensburgh Workers Sports & Social Club
Hurstville RSL
Kingsgrove RSL
Kogarah Golf Club
Kogarah RS
Kurnell Community Sport & Recreation Club
Miranda RSL
Moorefield Bowling Club
Mortdale RSL Community Club
Oatley RSL & Community Club
Olds Park Sports Club
Penshurst RSL
Ramsgate RSL
Riverwood Sports
Rockdale Businessmen's Club
Rockdale Tennis Club
Sharks at Kareela
Sharks Leagues Club
South Cronulla Bowling Club
South Hurstville RSL
St George Leagues Club
St George Masonic Club
St George Motor Boat Club
St George Rowing Club
St George Sailing Club
Sylvania Bowling Club
Taren Point Bowling Club
The Royal Motor Yacht Club
Tradies
Tradies Caringbah RSL
Woolooware Golf Club
Woronora River RSL

09
Western Metropolitan

Arena Sports Club
Ashfield Bowling Club
Ashfield RSL
Assyrian Sports & Cultural Club
Auburn Soccer Sports Club
Auburn Tennis & Recreation Club
Austral Bowling Club
Bankstown Bowls
Bankstown Golf Club
Bankstown RSL
Bankstown Sports Club
Baulkham Hills Sports Club
Belfield Bowling Club
Belmore Bowling & Recreation Club
Birrong Sports
Bonnyrigg Sports Club
Brighton Lakes Recreation & Golf Club
Cabra Bowls
Cabramatta Golf Club
Cabra Leagues
Cabra-Vale Diggers
Camden Golf Club
Camden RSL
Camden Sports Club
Campbelltown Catholic Club
Campbelltown City Bowling Club
Campbelltown Golf Club
Campbelltown RSL
Campsie RSL
Campsie South Bowling & Recreation Club
Canley Heights RSL & Sporting Club
Canterbury Hurlstone Park RSL
Canterbury League Club
Carnarvon Golf Club
Chester Hill RSL
Club Ashfield
Club Burwood
Club Burwood RSL
Club Condell Park
Club Italia
Club Liverpool
Club Marconi
Club Menangle
Club Merrylands Bowling
Club Mount Lewis
Club Picnic Point
Coro.88
Country Club Gledswood Hills
Croydon Park Club
DOOLEYS Lidcombe Catholic Club
DOOLEYS Regents Park Sports Club
DOOLEYS Waterview Club
Granville Diggers Club
Guildford Bowling & Recreation Club
Guildford Leagues Club
Ingleburn Bowling Club
Ingleburn RSL
Kemps Creek Sporting & Bowling Club
King Tom Club
Lakeside Golf Club Camden
Lansvale United Sports Club
Lantern Club
Lidcombe Bowling Club
Liverpool Catholic Club
Liverpool Golf Club
Markets Club
Mekong Mounties
Menangle Country Club
Merrylands RSL

MEMBER CLUBS

Moorebank Sports Club
__Mounties Bowling Club__
__Moxon Sports Club__
Mounties
Padstow Bowling Club
Padstow RSL
Panania Diggers
__Phoenix Club Cabramatta__
Polish Club
Pratten Park Bowling Club
Revesby Workers' Club
__Revesby Workers' Sports Club__
Rosnay Golf Club
Russian Club
Smithfield RSL
St Johns Park Bowling Club
Strathfield Golf Club
Strathfield Sports Club
__The Acres Club__
The Concord Community Club
__The Lakemba Club__
The Lemnos Club
__Triglav Mounties__
Uruguayan Social & Sporting Club
__Wallacia Bowling Club__
__Wallacia Country Club__
Warragamba Workers & Sporting Club
__Western Suburbs Australian Rules Football Club__
Wests League Club
Wests Ashfield Leagues
__Wests Sports Club__
__Wests Tennis Club__
__Workers Hubertus Country Club__

10 Eastern Metropolitan

Alexandria-Erskineville Bowling Club
Australian 18 Footers League
Australian Club
Australian Turf Club
__Barracks on Barrack__
Bondi Bowling Club
Bondi Golf & Diggers Club
Bondi Icebergs Club
Bondi Squash Club
Bonnie Doon Golf Club
Bronte Bowling Club
City of Sydney RSL
City Tattersalls Club
Clovelly Lawn Bowls Club
Club Bondi Junction RSL
Club Hillsdale
Club Matto
Club Redfern
Club Rose Bay
Club York
Coast Golf Club
Concordia Club
__Coogee Beach Club__
Coogee Diggers
Coogee Legion Club
Cruising Yacht Club of Australia
CTA Business Club
Eastern Suburbs RUFC
Easts Leagues
Eastern Suburbs Legion Club
Eastern Suburbs Tennis Club
Eastlake Golf Club
Eastlakes Sports Club
Gallipoli Memorial Club
Graphic Arts Club
Hakoah Club
Lakes Golf Club
Maroubra Seals Club
Marrickville Tennis Club
Marrickville Bowling & Recreational Club
Marrickville Tennis Club
Marrickville Golf Club
New South Wales Masonic Club
North Bondi RSL
NSW Golf Club
NSW Leagues Club
Paddo RSL
Petersham RSL
__Randwick Bowling Club__
Randwick Golf Club
Royal Motor Yacht Club of NSW
Royal Prince Edward Yacht Club
__St James by City Tatts__
St Michael's Golf Club
Sydney Portugal Community Club
Tattersalls Club
The Australian Golf Club
__The Catholic Club__
The Cyprus Club
The Juniors Kingsford
__The Juniors Malabar__
__The Juniors Maroubra__
The Queen's Club
The Randwick Club
The Royal Automobile Club of Australia
The Royal Sydney Golf Club
__The Union, University & Schools Club__
Union, University & Schools Club of Sydney
__Waverley Bowlo__
Woollahra Golf Club
Yarra Bay Sailing Club

11 Northern Metropolitan

Asquith Bowling & Recreation Club
Asquith Golf Club
Avalon Bowling Club
Avalon Beach RSL
Avondale Golf Club
Balgowlah Bowling Club
Balgowlah Golf Club
Balgowlah RSL
__Balmain Bowling Club__
Barnwell Park Golf Club
Bayview Golf Club
Briars Sports Club
Cammeray Golf Club
Canada Bay Club
Chatswood Golf Club
Chatswood RSL
Cheltenham Recreation Club
__Concord Bowling Club__
Club Belrose
Club Berowra
Club Eastwood
Club Five Dock RSL
Club Palm Beach
Club Totem
Club Willoughby
Concord Golf Club
Cromer Golf Club
__Dee Why Bowling & Recreation Club__
Dee Why RSL
__Denistone Sports Club__
Drummoyne Sailing Club
__Eastwood Rugby Club__
Elanora Country Club
Forestville RSL
Gladesville Bowling & Sports Club
Gladesville RSL
Gladstone Park Bowling Club
Gordon Golf Club
Harbord Bowling Club
__Harbord Diggers__
Hornsby RSL
Hunters Hill Club
Killara Bowling Club
Killara Golf Club
Kirribilli Club
Lane Cove Bowling & Recreation Club
Leichhardt Bowling Club
Lindfield Rollers Bowling Club
Long Reef Golf Club
Longueville Sporting Club
Magpies Waitara
__Manly Bowling Club__
Manly Civic Club
Manly Golf Club
Manly 16ft Skiff Sailing Club

MEMBER CLUBS

Manly Vale Calabria Bowling Sports & Social Club
Manly Leagues Club
Massey Park Golf Club
Middle Harbour 16ft Skiff Sailing Club
Middle Harbour Yacht Club
Mona Vale Bowling Club
Mona Vale Golf Club
Monash Country Club
Mosman Bowling Club
Mosman Club
Mosman Rowers
North Epping Bowling & Community Club
North Ryde Golf Club
North Ryde RSL
Norths Cammeray
Northbridge Golf Club
Palm Beach Golf Club
Palm Beach Surf Life Saving Club
Pittwater RSL
Pymble Golf Club
Roseville Golf Club
Royal Sydney Yacht Squadron
St Ives Bowling & Recreation Club
Sydney Flying Squadron
Sydney Rowing Club
The Alcott Lane Cove
The Beach Club Collaroy
The Builders Club Dee Why
The Chatswood Club
The Epping Club
The Greens North Sydney
The Galston Club
The Neutral Bay Club
The Newport Bowling Club
The Royal Prince Alfred Yacht Club
The Roseville Club
The Royal Motor Yacht Club
Turramurra Bowling Club
Verandah Beecroft
Wakehurst Golf Club
Warringah Bowls Mosman
Warringah Golf Club
West Lindfield Sports & Rec Club
West Pymble Bicentennial Club
Willoughby Park Bowling Club

12
North West Metropolitan

Blacktown RSL
Carlingford Bowling Club
Castle Hill Bowling Club
Castle Hill Country Club
Castle Hill RSL
Club Paceway
Club Ryde
CSI Marconi
Cumberland Golf Club
Dundas Sports & Recreation Club
Dunheved Golf Club
Dural Country Club
Emu Sports Club
Fox Hills Golf Club
Glenorie RSL
Kingswood Sports
Lynwood Country Club
Muirfield Golf Club
Northmead Bowling, Recreation & Sporting Club
Nepean Rowing Club
Oatlands Golf Club
Panthers Glenbrook
Panthers North Richmond
Panthers Penrith
Parra Leagues
Parramatta RSL
Pennant Hills Bowling Club
Pennant Hills Golf Club
Penrith Bowling & Recreation Club
Penrith Gaels Cultural & Sporting Club
Penrith Golf & Recreation Club
Penrith RSL
Pitt Town & District Sports Club
Richmond Club
Richmond Golf Club
Riverstone Schofields Memorial Club
Rosehill Bowling Club
Ryde-Parramatta Golf Club
Ryde Eastwood Leagues Club
Seven Hills RSL
St Marys District Band Club
St Marys Diggers
St Marys Rugby League Club
Stonecutters Ridge Golf Club
The Henry Sports Club
The Hills Club
Toongabbie Sports & Bowling Club
Vikings Sports Club
Wenty Leagues
West Pennant Hills Sports Club
West Tradies
Windsor Golf Club
Windsor Leagues Club
Windsor RSL
Wisemans Ferry Bowling Club
Workers Blacktown
Workers Sports

13
Central Coast

Avoca Beach Bowling Club
Bateau Bay Bowling Club
Breakers Country Club
Canton Beach Sports Club
Central Coast Leagues Clu
Club Munmorah
Club Umina
Club Wyong
Davistown RSL
Diggers The Entrance
Erina Rugby League Football Club
Ettalong Diggers
Ettalong Bowling Club
Everglades Country Club
Gosford Golf Club
Gosford RSL
Gosford Sailing Club
Gwandalan Bowling Club
Halekulani Bowling Club
Hardys Bay Club
Mangrove Mountain Memorial Club & Golf Course
Mingara Recreation Club
Mooney Mooney Club
Norah Head Sporties
Ourimbah RSL
Shelly Beach Golf Club
Terrigal Bowling Club
The Ary Toukley
The Doylo
The Entrance Leagues Club
Toukley Golf Club
Wallarah Bay Recreation Club
Wyong Bowling Club
Wyong Golf Club
Wyong Race Club
Wyong Rugby League Club

Affiliated Associations

Ken Conway
Chief Executive Officer

The aim of the Federation of Community, Sporting and Workers Clubs is to provide entertainment and facilities for its members, with one of the principal objectives in the Federation's constitution to "establish holiday centres and similar facilities whether alone or in conjunction with other organisations". The Federation provides award-winning family holiday accommodation for its members at a price they can afford, with 118 self-contained apartments across three NSW holiday resorts.

Margot Smith
Chief Executive Officer

The Association represents the interests of registered RSL, Ex-Services, Memorial, Diggers and similar clubs in NSW, and its major roles are to facilitate the educational development of club directors and staff; to promote the work of all such clubs in supporting ex-service personnel and their families; and ensure Defence personnel's sacrifice and service is honoured and remembered. The Association fosters the spirit and heritage of Anzac traditions.

Tim Rowe
Chief Executive Officer

With an aim to actively promote the game of lawn bowls and represent the needs of member clubs across the state, Bowls NSW provides the opportunity for members to represent their state at competition, both nationally and internationally, fosters awareness and interest for the game through organised programs, and creates the opportunity for participation throughout the community.

Stuart Fraser
Chief Executive Officer

Golf NSW strives to efficiently promote, market and advance the game of golf in NSW and the ACT in collaboration with Golf Australia, state golf associations and other industry bodies, ensuring a viable and sustainable future for the game. The strategic objectives of Golf NSW are delivered in accordance with the objectives of its constitution and the Golf NSW Strategic Plan. The Strategic Plan was formulated following an extensive consultation and workshop process with key industry stakeholders, and the Board and Management of Golf NSW.

Don Hammond
Chief Executive Officer

Formed for the express purpose of ensuring that the interests of licenced leagues clubs are better represented in both government and industry forums, Leagues Clubs Australia continues today under the mission statement of representing, informing, supporting and assisting the needs of its member clubs around Australia, ensuring their ongoing commitment to rugby league and the community.

ClubsNSW Community Partners

As part of the industry-wide commitment to the community, ClubsNSW supports a number of key charitable, sporting and community based organisations, enhancing the role and value of clubs within local communities across NSW.

These community partnerships provide support in a number of specific areas which include pre-elite and grassroots sports development, volunteerism, drug and health education, youth development in music and entertainment, disability services, health services, beach safety, veterans' support programs, youth mentoring and the support of regional communities.

Community Partners

Community Support

ACE Awards

Armidale Services Tour De Rocks

Bayside Women's Shelter

Brain Foundation

Broken Hill St Patrick's Race Day

Cancer Carers - Peter Newell OAM Memorial Day

Coast to Kurri Run

Connect Northern Rivers

Family of League

Gotcha 4 Life

Got Your Back Sister

Little Wings

McGrath Foundation

Miracle Babies

No Home, My Home

NOVA Employment

Rotary Inspirational Women's Awards

Sparkle for a Cause

Treasure Life

Vinnies CEO Sleep Out

ClubsNSW Corporate Partners

Providing a range of industry partnerships for approved organisations to directly engage with clubs, the ClubsNSW Corporate Partnership Program creates influential and long-term links between key suppliers and our industry across NSW.

DIAMOND

Aristocrat Gaming
AustralianSuper
Hospitality Industry Insurance
KENO let's play!
TAB

PLATINUM

Carlton & United Breweries
LION

GOLD

BARRINGTONS
MAX

SILVER

community first bank
elite LEGAL + ADVISORY
IGT
LIGHT & WONDER
PIGOTTSTINSON LAWYERS
TREASURY WINE ESTATES

BRONZE

AINSWORTH
Anchor FP FOOD PROFESSIONALS
Coca-Cola EUROPACIFIC PARTNERS AUSTRALIA
CUB Premium BEVERAGES
DARKTRACE World-Leading Cyber AI
Expense Reduction Analysts
KONAMI
KraftHeinz FOODSERVICE
me&u
paynter dixon
PKF
Thomson Geer Lawyers
TULLY HEARD CONSULTING

ClubsNSW Industry Supporters

At the end of the 2023/2024 financial year, there were 60 Industry Supporters. The products and expertise provided by the myriad of Industry Supporters ensure that member clubs have a ready-made list of contacts to approach regardless of their needs.

Adam Jones

Allied Risk Solutions

Auscomply Pty Ltd

Australian Liquor Marketers

Avem Quirks

Axis IQ

Banktech

Bergstrom Architects Pty Ltd

Bishop Collins

Boden Projects

Booth Partners

Brinton Carpets

BSPN Architecture

Bunnings Group Limited

Buzz Consultants

Campbell Advisory Pty Limited

Capital Corporation

Cardtronics Australasia Pty Ltd

Cartwright Insurance Brokers Pty Ltd

Choice Energy Pty Ltd

Circle Solutions Group Pty Ltd

Coastline Cleaning & Maintenance

Colin Biggers & Paisley Lawyers

Conroy Audit & Advisory

Cutcher & Neale Accounting and Financial Services

Denton Projects

ECash Pty Ltd T/as ECash

EJE Architecture

Energy Brokers

Exactpro

Extrapreneur Services

Findex (Aust) Pty Ltd

Foodini Pty Ltd

Forward Thinking Design Pty Ltd

Fugen Constructions Pty Ltd

Gold Security Management

Grab Corporation Ltd

Infosign Pty Ltd

I-Print & Signs Co Pty Ltd

James Clifford Construction

Jem Computers

Lighthouse Safety

Meridian Construction Services Pty Ltd

Michael Lakkis

Mitchell Brandtman (NSW) Pty Ltd

Monandia Consulting

Paltronics Australasia Pty Ltd

Pariter

Pitcher Partners Newcastle & Hunter Pty Ltd

Quad Services Pty Ltd

RB & JB Simmonds Pty Ltd

Rohrig Group

Russell Corporate Advisory

Strategic 360 Finance Pty Ltd

Sunblest Cleaning Services

The Pack Factory

Vision Lifestyle Projects

Warren Saunders Insurance Brokers (Aust) Pty Ltd

Zembl Pty Ltd

Zoo Business Media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