



URBIS

ECONOMIC AND SOCIAL IMPACT OF CLUBS IN NSW

PREPARED FOR
CLUBS NSW
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We acknowledge, in each of our offices, the Traditional Owners on whose land we stand.

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EXECUTIVE SUMMARY

Clubs in New South Wales have a long and storied history as social, cultural and economic assets that benefit local communities. To this day, they continue to be a common meeting place for friends, families, community groups, volunteer organisations and sports clubs. Through their operations, Clubs in NSW provide considerable economic and social benefits to local communities and the economy.

ClubsNSW has engaged Urbis to estimate the economic and social impact of Clubs on the NSW economy. To understand the impact of Clubs, a mixture of industry data, survey responses and economic modelling has been used. Case studies and a review of literature was also undertaken to outline the stories and impacts that have not or cannot be captured in data. Overall, we find that the Clubs sector delivers significant benefits to the NSW economy across the following key dimensions:

Economic

Areas considered: Revenue

Food and beverage	\$1.3 billion
Accommodation	\$243 million
Membership and subscriptions	\$192 million
Other (including health, sport, entertainment)	\$1.601 billion
Gaming revenue	\$3,084 million
Jobs	~69,100

Economic (Capital Expenditure)

Areas considered: Expenditure

Total Capex	\$920 million
Jobs (Direct and indirect)	~6,400

Social

Areas considered: Non-financial impacts

ClubGRANTS	\$100 million
Other donations	\$4.6 million
Volunteer time	499,600 hrs \$10.7 million
Free entertainment provided	Over 15,000 events held per month. \$167 million a year's worth
Reduced or no-cost facilities	\$936 million net community value from provision of community facilities
Total tax paid (\$)	\$1.2 billion



The total economic and social value estimated for clubs is thus:

\$9.0 billion per annum, supporting approximately 75,500 direct and indirect jobs in NSW

of which close to 70,000 are from day to day operations and the remaining 6,400 jobs are generated by Clubs' Capital Expenditure (CAPEX) programs.

Other Areas considered:



Training hours (215,272 hours)



Employee Assistance Programs (EAP) for staff, including mental health and financial support



Environmental practices (67% of all clubs have at least one program)



Problem gambling and drinking support and training – Top-down and bottom-up action

The Clubs sector provides liquor and gambling services both of which can create social detriments. This incurs some disbenefits to NSW as a result, including:

- Loss of income and financial distress
- Introduction and normalisation of gambling and alcohol intake to younger cohorts
- Anti-social behaviour associated with gambling and alcohol use

Clubs take their responsible gambling and responsible service of alcohol obligations seriously. This includes Clubs proactively involving themselves in the management and enforcement of responsible gambling and alcohol programs. The recent Gaming Code of Practice (Case Study 5) demonstrates how the industry is increasingly applying higher standards to their operations to minimise harm in the community.

CONTEXT OF THE CURRENT RESEARCH

INTRODUCTION

Clubs are, first and foremost, meeting places that allow groups of people to gather. Whether through their food, entertainment and sport offerings, or via community support such as donations and volunteer time, clubs have positive economic and social impacts. This makes them valued parts of the communities in which they function, often being go to places for parties, functions or community outreach. This was demonstrated throughout the COVID-19 pandemic and recent floods and natural disaster events across regional NSW, where clubs elevated their roles as meeting points, vaccination hubs and refuges to locals. The purpose of this report is to quantify and provide an overview of the economic and social impacts that clubs in NSW have on the economy and local communities as part of their operations.

This report considers key economic outcomes relating to clubs' operations and capital programs. Revenue, capital expenditure, employment, taxation and gross value-added (GVA) are the key assessment metrics used to determine economic impact, in line with the IPART Guidelines for economic impact assessment of clubs (2008). The economic performance of clubs factor into their ability to contribute to their communities and continue to offer their spaces to the public, generate local jobs, and enable the funding and assistance of local volunteer and community organisations.

The social impacts of clubs are more broad-based, encompassing club-hosted events, the sponsorship of community projects, services and programs through ClubGRANTS and additional donations, employment and volunteering initiatives. Further to this, the emergence of Environmental Social and Governance (ESG)-led initiatives in clubs is happening organically, including green infrastructure and community clean-up efforts. Most significantly, clubs provide a vast variety and scope of assets across the state at subsidised rates. The positive social impact of clubs in NSW is profound and will be a significant part of both the legacy and future of clubs of all sizes. As NSW emerges from COVID-19, the importance of community connection has been renewed across all age cohorts. This report quantifies many of these benefits to demonstrate the true non-financial impact clubs have had in FY2022.

To provide a balanced overview of the impact clubs have on NSW, issues related to electronic gaming machines, gambling and liquor must be considered. It is acknowledged that liquor and gambling do negatively impact communities

and result in negative externalities to the broader public. As this is not a holistic cost-benefit assessment, however, the report will not calculate the social net benefit or cost incurred by factoring the costs of liquor and gambling into modelling.

This report quantifies and describes the significant benefits that clubs of all sizes deliver to their local communities and the NSW economy. The intention of capturing these benefits is to show that clubs are currently, and will continue to be, an important part of the economic and social fabric of NSW. Their impact is driven not by revenue earned on food, liquor, gaming and entertainment offerings, but through enabling meaningful social, community and economic activities via facilities and staff on site.



CLUBSNOW HISTORY AND REACH

Since its establishment in 1920, ClubsNSW has acted as the representative body for the club industry in NSW. Currently representing over 900 clubs across greater than 1,000 venues, the organisation brings together businesses and volunteer groups that have been formed for various purposes but fall within one of the following club types:

- Sporting clubs
- Religious-based clubs
- Ethnic clubs
- RSL/ex-services
- Workers clubs
- Social clubs.

Clubs have been created across NSW to serve various purposes and communities. They all are unified in their role as major community hubs that welcome people and create connections. Clubs today have a diversity of offerings, from sports and cultural clubs to large hospitality and health offerings. By integrating themselves into local communities, especially via donations and other social outreach initiatives, clubs have become an integral part of many peoples' lives.

Geographically, the body represents clubs all over NSW, spanning as far west as the South Broken Hill Golf Club, and as far north as the Twin Towns Services Club in Tweed Heads. Whether a member or not of ClubsNSW, each club within NSW has its own community that benefits from the services provided through their operations. ClubsNSW members cover approximately 90% of all clubs in NSW. While this is a significant portion of all club operations, this report estimates the wider impacts of both member and non-member clubs to understand the impact of the entire club industry in NSW. In total 931 member and 142 non-member clubs are included in our analysis.









STRATIFICATION OF CLUBS FOR THE PRESENT STUDY

Clubs exist at different sizes and for different purposes based on where they are and the membership base they engage. To assist in understanding differences across clubs and accurately scale-up missing or incomplete data for this report (outlined in Appendix A), clubs have been grouped into 6 groups based on the estimated number of members within each club.

These groups, which range from small to extra-large (outlined below), cover a wide range of business models and revenue streams. Appendix B details the stratification process and data based on a series of metrics. This report uses stratifications across clubs to deliver more detailed insights into how they function, and accurately estimate the magnitude of impact to NSW.

Table 1 Stratification of Clubs

Name	Member range
Small (472) 	0 – 1,000
Small-Medium (376) 	1,001 – 5,000
Medium (222) 	5,001 – 20,000
Medium-Large (81) 	20,001 – 40,000
Large (74) 	40,001 – 80,000
Extra-Large (30) 	80,001 +

Source: ClubsNSW, Urbis

ECONOMIC AND SOCIAL DIMENSIONS OF CLUBS IN NSW

This report breaks down the impacts of clubs into economic and social dimensions. These have been based on data provided and have been calculated in line with the most contemporary guidance related to measuring the impact of clubs – contained within IPARTs 2008 Review of the Registered Clubs Industry in NSW.

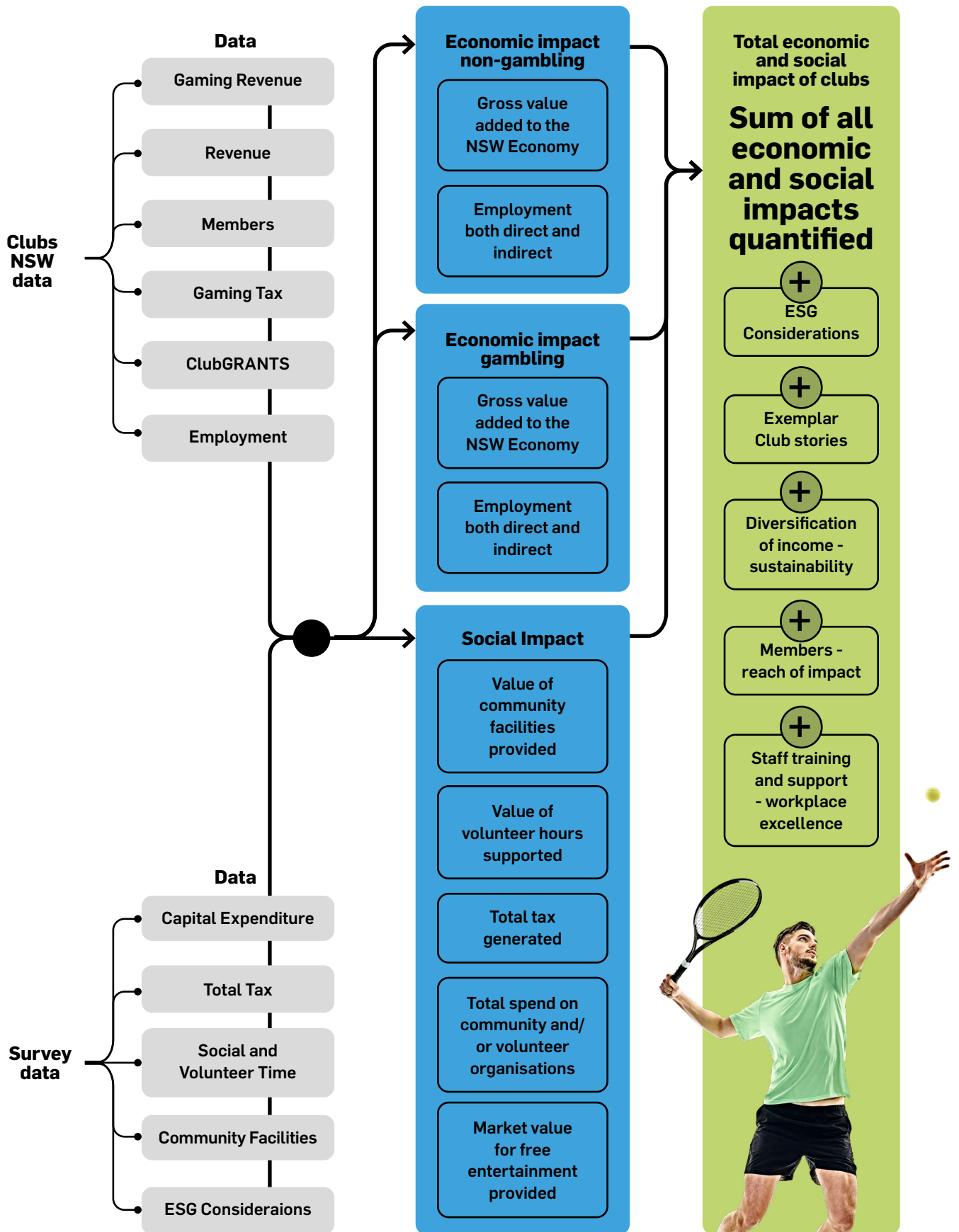
Economic impacts have been calculated to understand how different operational revenues contribute to the jobs generation and economic impact of the industry. All GVA and employment measures have utilised REMPLAN input-output modelling to measure impacts at the state level.

Social impacts relate to the additional value of facilities provided, donations given and volunteer hours supported by clubs across NSW. In doing so, they are an estimate of a large portion of the social benefits to communities, with both the assets and staff facilitating the goodwill activities of community members, and providing both direct and in-kind support where possible. This includes programs such as ClubGRANTS and total tax generated. ClubGRANTS payments are included in the total charitable donations contribution of the sector. Appendix A – Methodology describes how data collected has been used to quantify the economic value of these parameters.

Figure 1 maps the way in which the analysis uses data sources provided to and collected by Urbis for this study and links them to the economic and social dimensions estimated as part of the report. All impacts that have been assessed but cannot be attributed an economic value have been discussed qualitatively. This does not mean they are not tangibly impactful on communities across NSW, but rather that there is not a robust method by which to measure an outcome in dollar terms.



Figure 1 Analysis overview



SOCIAL IMPACTS SUMMARY

PROVISION OF PUBLIC FACILITIES

Amongst the clubs operating within NSW, there are various sports, recreation, and public use facilities. For the purpose of this report, these facilities have been grouped into:

- Sports and recreation – outdoors (tennis, golf, bowling greens, sports fields)
- Sports and recreation – indoors (snooker/billiards, gyms, pools)
- Meeting rooms/meeting areas.

Based on the survey data collected, there are around 2,200 outdoor sports and recreation facilities, 1,500 indoor facilities, and 3,300 meeting rooms and areas (Table 2).




This suggests that on average, each club provides:

- 2.1 outdoor sports and recreation facilities
- 1.4 indoor recreation facilities
- 3.1 meeting rooms/meeting areas.

While various clubs will obviously accommodate more or less than these figures, the estimates indicate that clubs actively support various community needs. Whether this support is in the form of space to host a meeting or private event, providing sports fields for local teams or simply facilitating recreational and leisure activities, clubs within NSW provide these services for their communities.

The estimated revenue collected by these various facilities is low relative to their total value, with outdoor facilities, indoor facilities and meeting areas' revenue representing 19%, 10% and 13% of total estimated asset value, respectively. Therefore, the provision of public facilities totals \$932.7 million in net community value for FY2022

Table 2 Facilities breakdown by club size

			
Club size	Sports and recreation – outdoors	Sports and recreation – indoors	Meeting rooms or meeting areas
Number of facilities	2,247	1,486	3,332
Estimated revenue (\$M)	\$58.1	\$23.3	\$66.0
Total value of assets (\$M)	\$313.0	\$240.6	\$526.3
Total community value (\$M)	\$254.9	\$217.4	\$460.4

Source: ClubsNSW, Urbis

Note: Outdoors = Tennis, Golf, Bowling Green, Sport field. Indoors = Snooker/Billiards, Gym, Pool

CLUBGRANTS

ClubGRANTS is one of Australia's largest grant programs, providing more than \$100 million each year to a variety of charitable or community causes across NSW. Charities, sporting organisations and not-for-profit community groups are among thousands of important programs and projects that are funded each year. Every Club is required to commit a percentage of revenue towards ClubGRANTS. Clubs across NSW regularly contribute significantly more than the minimum legislative requirement in ClubGRANTS. Table 3 demonstrates the level to which clubs at all levels engage in the ClubGRANTS program. Notably, the ClubGRANTS program only relates to those clubs that have over \$1million in EGM revenue per annum. As a result, per-member values for the Micro group only relate to a small subsection of the pool that may have disproportionately high gaming revenue. With between \$16 - \$26 of ClubGRANTS funding per member across clubs, there is a significant total contribution of funds being redirected back to the communities. This analysis covers category 1 and 2 ClubGRANTS contributions, which account for 82% of the mandatory contributions of clubs, due to availability of data.

Table 3 Estimated capital expenditure impacts by club size

Club size	Total ClubGRANTS (\$M)	Category 1 (\$M)	Category 2 (\$M)
Small (472)	\$0.7	\$0.01	\$0.6
Small-Medium (376)	\$8.5	\$2.0	\$6.5
Medium (222)	\$28.7	\$9.9	\$18.8
Medium-Large (81)	\$19.1	\$6.7	\$12.4
Large (74)	\$30.5	\$9.0	\$21.4
Extra-Large (30)	\$12.4	\$4.0	\$8.4
TOTAL	\$100.0	\$31.8	\$68.2

Source: ClubsNSW, Urbis

VOLUNTEERING SUPPORTED BY CLUBS IN NSW

Volunteering and volunteer organisations across NSW have a long history relating to clubs. Club houses, their facilities and their staff have stepped up to support the communities in which they operate time and again. In quantifying the true impact of volunteering catalysed by clubs in NSW, both the total dollar value of additional contributions and the hours of volunteering time that have been supported have been considered.

Over FY2022, almost 500,000 hours of volunteer time is delivered a year across staff and volunteer organisation funded through or using club facilities in NSW. On top of this, over \$5 million of funding is provided annually above ClubGRANTS funding. In total, this makes for over \$15 million of annual volunteer time and funding in the NSW economy from the facilitation and support of clubs all across the state.

Typical ways in which clubs support volunteer hours and organisations are:

- Provision of facilities and spaces
- Funding and fundraising events
- Allowing staff time or staff leave to assist volunteer organisations
- Awareness, marketing and advertising support through club assets and online.

Support for volunteer hours and funding is a cornerstone of the grassroots impact clubs have on their local communities, and as demonstrated in table 4 the level of support for volunteering is relatively consistent across club sizes. This data also does not capture the volunteer time of staff in volunteer-run clubs, which means the data tends to under-estimate the contributions made by small and micro clubs.

Overall, volunteering has and probably always will be a core value shared across clubs of all sizes. Clubs see themselves as part of the communities in which they operate, and this generates significant social benefits for these communities in turn.

Table 4 Volunteering by club size

Club size	Total estimated Volunteer Hours – both staff and volunteer orgs	Value of Estimated Volunteer Hours	Value of Staff Volunteer Support	Funds invested for volunteer and clubs facility use
Small (472)	62,800	\$1,341,800	\$175,608	\$47,220
Small-Medium (376)	34,800	\$743,400	\$68,496	\$1,859,100
Medium (222)	60,700	\$1,297,000	\$77,732	\$840,355
Medium-Large (81)	126,300	\$2,699,000	\$371,099	\$293,255
Large (74)	79,800	\$1,705,000	\$113,700	\$583,707
Extra-Large (30)	135,000	\$2,886,000	\$25,000	\$125,000
TOTAL	499,200	\$10,673,000	\$832,000	\$4,580,000

Source: ClubsNSW, Urbis

Case Study 1



CUDAL BOWLING CLUB AND FLOOD-AFFECTED LOCALS

At the height of the flood emergency in late 2022, the small township of Cudal, nestled in the Central Western Region of NSW, was underwater within three-and-a-half hours. Cudal Bowling Club became an island in the engulfing waters, both physically and metaphorically.

The Club only has four casual bar staff and remained open for 48 hours straight as the emergency unfolded, sheltering 60 people until the roads reopened. The town was without assistance from emergency services for 72 hours.

Club President Greg Wiltshire, one police officer and a Rural Fire Service officer took on the bulk of the manual rescue efforts, pulling people from the raging waters.

The Club provided three meals a day for up to four weeks after the flooding, using gas barbeques, food

from supplies in the venue and then donations from the fridges and freezers of the homes that lost power, as the community came together to share what was available.

With funds running low, it was a donation from Dooley's Lidcombe Catholic Club that allowed them to keep running. There was a fear that the Club would be unable to keep running until the Clubs Helping Clubs initiative kicked into gear.

The Club served as an official evacuation centre for more than three months, with Service NSW conducting their last sessions assisting locals at the venue in February 2023. The Club marked the occasion by putting on a free lunch, giving the community an opportunity to talk and gain some closure.

COMMUNITY CONNECTION SUPPORTED BY CLUBS IN NSW

Community connection is heavily supported by clubs throughout NSW. Community groups, events, recreational activities, and programs supported by each club plays a major role in facilitating these connections, with regular events often encouraging individuals to meet new people and be a part of their local community.

For example, in any given month, there are around 704 seniors' events hosted by clubs. These activities include:

- Seniors' concerts
- Seniors' cabaret
- Seniors' lunches
- Seniors' bingo.

Designated events for this subset of clubs' members provides a sense of inclusion and connection. Various seniors' living facilities have reported that "having a healthy social life is directly related to keeping seniors mentally, physically, and emotionally fit" (Regency Senior Living, 2021). Offering activities and social events that allow Seniors to feel valued and prioritised can assist in improving wellbeing.

The provision of entertainment, in the form of activities including live music, bingo sessions and trivia nights, allows community members of all ages to integrate further into their communities. These activities help to facilitate belonging, provide centralised hubs of entertainment, and encourage diverse groups of people to interact.





The provision of entertainment, both paid and unpaid, delivers around 7,319 activities per month throughout NSW. Given that there are over 1,000 clubs in NSW, there are on average around 7 entertainment events per month in each club.

The broad reach of many clubs has ensured that they are significant pillars within their communities. Therefore, their support of community events, whether by hosting or financially supporting them, adds significant benefits. Examples of events clubs have been reported to support include:

- Donating the use of their function rooms for charity and local community events
- Hosting presentation nights for local sports clubs
- Sponsoring and hosting community events such as Lunar New Year
- Hosting health and wellbeing events.

In being a significant facilitator of such events, clubs within NSW provide social value to their wider communities. With the average event costing approximately \$1,200 to host, this totals an estimated economic benefit of around \$12 million per month, or \$146 million per annum

Table 5 Estimated community activities

Region	 Entertainment	 Senior connections	 Community events	 Sports and recreation
Greater Sydney	2,299	198	95	573
Rest of NSW	5,020	504	264	1,193
TOTAL	7,319	702	359	1,766

Source: ClubsNSW, Urbis

Case Study 2



MERRYLANDS BOWLING CLUB AND ST FRANCIS SOCIAL SERVICES

Merrylands Bowling Club has donated \$14,000 to St Francis Social Services to help fund a pilot program called Connected to Community. The aim of the project is to create a two-way dialogue between school communities in the area and people seeking asylum.

Sharing stories about their personal journeys with students and their families, people seeking asylum are given the opportunity to change the negative perceptions about them that are often perpetuated by the media. Participating speakers can connect with the local community by speaking their truth with the long-term aim of fostering community harmony and boosting social cohesion.

This funding will help provide for the setup of the program to allow research and consultation, making sure the program is relevant. It also involves training six speakers that will be involved in talking to approximately 2,000 people across the area. Tailored to the NSW English curriculum, the program can be integrated into existing lesson plans. The funding also covers the speaker fees, removing economic barriers for host organisations.

Merrylands Bowling Club chose to support the program to assist with the further educational opportunities for the youth within their community and to foster stronger ties with a rapidly increasing multicultural population.

TAXATION


A breakdown and comparison of tax across different club sizes was completed using survey data and assisted by existing annual report data. The tax paid across clubs in NSW was estimated to be \$1.2 billion in FY2022, with 64% of that being from gaming duties. The table below breaks down the other tax generated from clubs in FY2022. With GST of over \$300 million, it is clear that the bulk of taxation comes from the direct sale of food and provision of entertainment. Proportionally, tax paid is relatively consistent across clubs in relation to the categories below showing that scale (or lack thereof) does not cause significant difference in the taxation environment. Clubs' council rates payments may also be lower than usual due councils allowing negotiation of rates for COVID-impacted businesses. Nonetheless, the majority of club tax is paid to the NSW Government in the form of gaming duties.

Due to the complex nature of calculating GST across different clubs, GST reported for FY2022 relates to that paid on gaming revenue. This will be an underestimate of the total GST paid by the industry.

Table 6 Estimated non-gaming tax paid in FY2022 by club size

Club size	Payroll Tax (\$M)	FBT (\$M)	Council Rates (\$M)	Land Tax (\$M)	Income Tax (\$M)	GST (\$M)	Gaming Tax (\$M)
Small (472)	\$0.05	\$0.02	\$2.4	\$0.01	\$0.04	\$3.2	\$2.5
Small-Medium (376)	\$0.7	\$0.1	\$5.8	\$0.4	\$0.3	\$35.3	\$47.4
Medium (222)	\$6.7	\$1.2	\$5.7	\$0.4	\$1.0	\$102.2	\$207.2
Medium-Large (81)	\$8.2	\$0.8	\$3.2	\$1.9	\$1.1	\$71.6	\$169.5
Large (74)	\$15.9	\$0.9	\$4.2	\$3.4	\$1.8	\$92.5	\$232.2
Extra-Large (30)	\$6.2	\$0.6	\$1.8	\$2.6	\$ -	\$41.5	\$105.4
TOTAL	\$37.7	\$3.7	\$23.0	\$8.8	\$4.3	\$346.3	\$764.1

Source: ClubsNSW, Urbis



Case Study 3

BROKEN HILL MUSICIANS CLUB AND COVID-19 SUPPORT

Clubs really are an integral part of their community, particularly in regional and remote areas. Not only a central point for locals to gather and socialise, they serve as a valuable resource when disasters strike.

During the COVID-19 pandemic, clubs stepped up as testing sites and vaccination hubs, with the Broken Hill Musicians Club just one shining example. The Club was set up for more than three months as the main vaccination centre in the outback region, with residents from Wilcannia and Menindee bussed in to receive their shots, with transport costs covered by the venue.

Converting two function rooms into a vaccination hub, the Club accommodated more than 8,000 people throughout the emergency.

During the lockdowns of Wilcannia and Ivanhoe due to a major COVID-19 outbreak, the Club also donated \$10,000 worth of fresh produce and meat, transporting it in refrigerated trailers to the small towns as locals could not access supplies.

OTHER NON-QUANTIFIED ECONOMIC IMPACTS

Clubs take their social license to operate seriously, partaking in a significant range of non-revenue generating and non-quantifiable programs or activities that benefit the community. This includes a range of staff, community and business support, as well as implementing environmental sustainability practices and improved governance. As Economic, Social and Governance (ESG) factors continue to impact the operations of businesses, the clubs sector is likely to be increasingly proactive in this space. Key findings relating to non-quantified impacts are:

Environmentally friendly practices are more common than not across clubs in NSW

Over two-thirds of all clubs had **at least one** of the following practices as part of their business-as-usual operations:

- Green energy generation and/or storage
- Green waste and recycling
- Waste reporting
- Community clean-ups.

Beyond these core activities, notable additional actions were being taken by clubs of all sizes:

- EV charging
- Net-zero operations and/or investigations to becoming net-zero
- Bottle collection and disposal for the return and earn rebate
- Community veggie patch.

A variety of additional support is provided by clubs to locals and staff

The majority of clubs surveyed reported that they had additional outreach programs to staff and community relating to physical or mental health, spiritual connection or personal wellbeing. This includes:

- Councillors
- Employee Assistance Programs
- Mental/physical health programs to community
- Welfare officer/social workers offered to communities
- Space for community health, including flu/other shots
- Financial, domestic violence, problem gambling and problem drinking support
- Chaplain/other religious outreach
- First Nations meeting places and programs
- Lifeline
- Specialist training and support to allow disabled or new members to partake in physical activities
- Bus and transport services
- Kids care and parental support/advice services.

Managing the impacts of liquor and gaming in NSW

NSW clubs are licensed to provide both liquor and gaming machines services to their members and guests. Both liquor and gaming machines are highly regulated products due to their potential to cause harm. A recent report by KPMG found the total costs associated with alcohol and gambling addiction in Australia was \$22.6 billion and \$10.7 billion respectively. The NSW Government has a comprehensive legislative framework to minimise the harm associated with liquor and gaming machines. Some of the existing harm minimisation measures include:

- mandatory Responsible Service of Alcohol and Responsible Conduct of Gambling Training for staff
- limited trading hours for liquor sales and gaming machine operations
- exclusion schemes for problem drinkers and problem gamblers
- limits on alcohol content, maximum bets and prizes and
- restrictions on promotions and advertising.

Further legislative reforms were announced during the 2023 NSW Election Campaign, including a reduction in gaming machine numbers, family initiated-exclusions and a trial of cashless gaming.

NSW clubs take their obligations to provide liquor and gaming machines in a responsible manner seriously. In July 2022, ClubsNSW announced a new Club Gaming Code of Practice requiring member clubs to adopt additional responsible gambling measures that exceed those required under law (see case study 5). Further to this, recent policy proposals related to the introduction of cashless gaming systems indicate that the regulatory settings within clubs are likely to change.

ECONOMIC IMPACTS OF CLUBS IN NSW

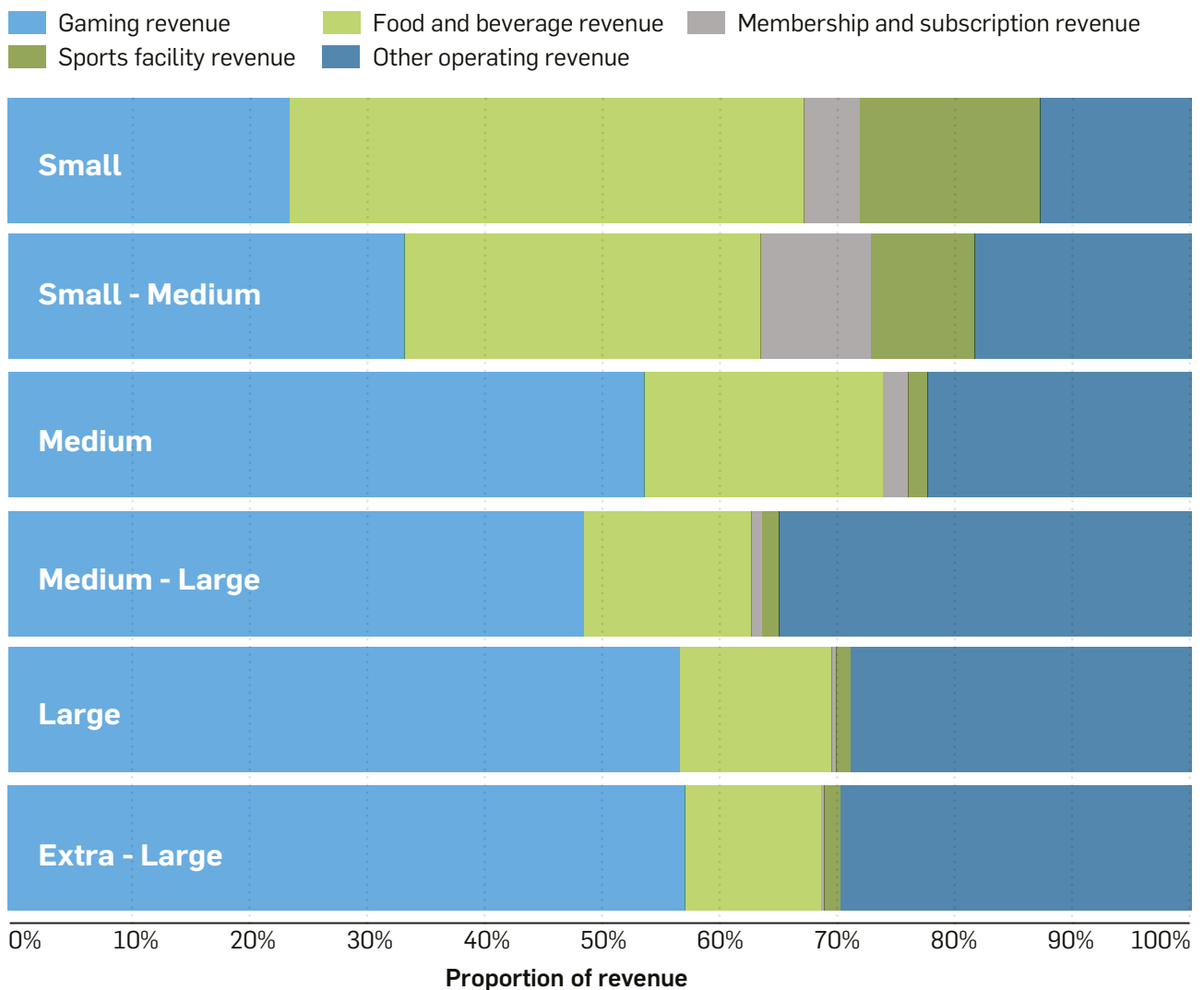
VENUE REVENUE

Gross revenue from club activities accounts for \$6.4 billion throughout NSW. Clubs within NSW have diverse revenue streams, largely based on their available facilities, clientele, and location(s). Larger clubs are often more established, have multiple venues and have long had gaming well-integrated into their revenue streams. However, current industry observations suggest significant efforts are being made to diversify offerings and provide different types of services to move away from gaming revenue.

As Figure 2 highlights, smaller clubs demonstrate a more diverse spread of their revenue. Amongst Small clubs, food and beverage revenue accounts for 43% of total revenue, while gaming revenue represents 24%. The dominance of gaming revenue steadily increases as club sizes increase, with gaming accounting for 57% of Extra-Large clubs' revenue, while food and beverage revenue decreases to 11%.

This suggests that smaller clubs may be utilised by their communities for different purposes than larger clubs and that smaller clubs tend to have non-EGM streams of revenue as their primary income source.

Figure 2 Revenue breakdown by club size



All offerings in clubs are interlinked, with cross-subsidisation of gaming, food and entertainment offerings a common practice. As such Clubs' food and beverage offerings are vast and varied, including bistros, bars, buffets and restaurants. A key driver of revenue, food and beverage contributed to 20% of total industry revenue. Figure 2 demonstrates that the proportion of food and beverage revenue compared to total decreases in line with club size. Given the dynamic nature of clubs, and their ability to tailor offerings to community needs, food and beverage offerings often play a supporting role in other services. For smaller clubs, food and beverage can play the role of the primary offering, while it may be one of many offers for larger clubs.

As the size of clubs increase, the diversity of their offerings also grows. This is demonstrated through increased proportions of 'other operating revenue' being collected by the clubs grouped as Medium-Large and above. Examples of 'other' revenue streams are:

- Function centre hire,
- Childrens play and childcare centres,
- Aged care or seniors living, and
- Primary health services.

Excluding gaming revenue, revenue denoted as 'other' earns clubs across NSW the highest revenue. These diversified services are not typically synonymous with clubs as food, entertainment, and gaming offerings. Alternate offerings provided by clubs throughout NSW have a combined significance in supporting communities and generating economic activity and is an important aspect of the broad transition away from EGM-related revenue.

Ultimately, the total revenue breakdown of clubs suggests that membership levels play a significant role in

determining their business model and revenue composition. For example, elite golf clubs are primarily categorised within the Small and Small-Medium groupings and have a large membership revenue stream. Regardless of what type of revenue is collected by each club, the analysis suggests that clubs are, at their core, membership-led regarding revenue and financial viability. This talks directly to the fact that clubs are, on average, community-based businesses that earn revenue through serving locals. This often leads clubs to work together with other industries and clubs of similar interests to maximise impact and reach in their local communities.

A key finding of an analysis on club revenue by size is that a per-member basis, smaller clubs are estimated to generate more revenue than larger clubs.

Two forces that may underpin this result are:

- **Smaller clubs have greater capture:** Smaller clubs are often in smaller communities and act as both a commercial and social backbone in this context. Conversely, bigger clubs tend to operate in larger population catchments and cities, which means that members may visit less frequently due to a variety of competing food, beverage, and entertainment offers.
- **Larger clubs offer greater discounts.** Visitation competition may drive larger clubs to offer a greater number of free or discounted products to members. Patrons may sign up at the time, yet subsequent visits may be limited or non-existent. In these situations, membership is often free and can be used by the clubs as an advertising mechanism.

Table 7 Estimated revenue by club size

Club size	Food and Beverage (\$M)	Gaming (\$M)	Sports and Entertainment (\$M)	Membership and Subscriptions (\$M)	Other Revenue (\$M)
Small (472)	\$180.00	\$98.60	\$63.00	\$19.60	\$53.10
Small-Medium (376)	\$380.90	\$424.10	\$110.70	\$117.50	\$232.50
Medium (222)	\$374.10	\$999.40	\$30.70	\$39.50	\$414.20
Medium-Large (81)	\$149.10	\$510.60	\$15.10	\$9.30	\$366.00
Large (74)	\$158.90	\$702.40	\$15.00	\$4.90	\$356.70
Extra-Large (30)	\$68.70	\$342.80	\$8.40	\$1.40	\$177.80
TOTAL	\$1,311.80	\$3,077.90	\$243.00	\$192.20	\$1,600.00

Source: ClubsNSW, Urbis

Case Study 4



THE CLUB INDUSTRY AND SUPERTEES

Facing a prolonged hospital stay isn't easy for anyone, but when kids fall foul of long-term medical conditions it always tugs on the heart strings. Supertees are innovative, specially designed medical garments aimed at easing the discomfort experienced by kids and their parents, while also making it easier for staff to access medical lines and administer treatments.

Emblazoned with superhero motifs, Supertees are also intended to encourage and inspire sick children undergoing hospitalisation. The collaboration with the Walt Disney Company has produced two Marvel Edition designs — Captain America and Captain Marvel.

The Fair Fight Foundation is behind the initiative, raising in excess of \$500,000 — and NSW clubs have played a big part. Over the last 12 months, clubs across the state have taken up the cause donating money and hosting packaging day events. In fact, 15 clubs have contributed more than \$130,000.

Ettalong Diggers, on the Central Coast, is one of those clubs and is the first business on the Central Coast to be involved with the charity to provide these garments for the Gosford Hospital children's ward. They are hoping that by pioneering a packing event, other businesses will be inspired to follow their lead in the region.

Gaming revenue currently represents the greatest proportion of revenue throughout the industry, at around 48% of total revenue. Table 8 breaks this down further, revealing that from both a per-EGM perspective and as a proportion of total revenue, the prevalence of gaming in a club's operation appears to increase in line with the growth of membership. Across all club sizes, the per-member gaming revenues is, however, relatively consistent. This suggests that club members' exposure to gaming does not differ given the magnitude of different clubs.

An interesting additional finding is that total revenue per EGM is similar between Small and Extra-Large clubs. This suggests that smaller clubs may be utilised by their communities for different purposes than larger clubs and that smaller clubs tend to have greater reliance on non-EGM streams of revenue as their primary income source. Further, it may suggest that the number of EGMs within a club is a demand response, as opposed to clubs creating supply-led EGM revenue.

Table 8 Total and Gaming Revenue per EGM and per member

Club size	Average Total Revenue per EGM	Average Total Revenue per Member	Average Gaming Revenue per EGM	Average Gaming Revenue per Member
Small (472)	\$114,076	\$2,130	\$28,043	\$524
Small-Medium (376)	\$109,757	\$1,521	\$36,130	\$501
Medium (222)	\$98,552	\$1,175	\$52,544	\$626
Medium-Large (81)	\$97,250	\$931	\$47,285	\$453
Large (74)	\$91,536	\$942	\$51,232	\$527
Extra-Large (30)	\$114,044	\$907	\$65,249	\$519
TOTAL	\$100,840	\$1,113	\$48,401	\$534

**Averages based only on the raw data (adjusted for inflation) for clubs who have provided recent annual report data to ClubsNSW.*

Gaming revenues are redistributed back into the economy through a mixture of volunteer group contributions (ClubGRANTS) and through gaming duties to the NSW government. In total, over \$1.2 billion was estimated to be redistributed in FY2022 either through NSW government tax or the ClubGRANTS program. The majority of this was achieved through gaming duties.

Table 9 Estimated gaming tax and ClubGRANTS by club size

Club size	Total estimated tax contribution (\$M)*	Total estimated ClubGRANTS contribution (\$M)	ClubGRANTS per venue (\$M) *
Small (472)	\$5.30	\$0.70	\$0.10
Small-Medium (376)	\$83.10	\$8.50	\$0.06
Medium (222)	\$314.00	\$28.70	\$0.20
Medium-Large (81)	\$241.20	\$19.10	\$0.50
Large (74)	\$324.70	\$30.50	\$1.40
Extra-Large (30)	\$146.90	\$12.00	\$2.50
TOTAL	\$1,115.10	\$100.00	\$0.30

Source: ClubsNSW, Urbis

**Derived from Salesforce data. Will not align to the taxation data further below in the report.*



Case Study 5

GAMING CODE OF PRACTICE

In January 2023, ClubsNSW announced a new Gaming Code of Practice for member clubs.

The Code has the following objectives:

- To promote high standards of practice across gaming operations in NSW clubs
- To proactively identify, evaluate and address concerns about gaming operations in NSW clubs
- To increase community trust in club responsible gaming and AML-CTF programs.

The Code contains a range of responsible gaming and anti-money laundering measures that go above and beyond legislation.

In respect of responsible gaming, the Code requires clubs to adopt a proactive approach to identifying and intervening when a player exhibits at-risk behaviour. For example, the Code requires clubs to conduct regular player welfare check and involuntary exclude players showing clear signs of problem gaming.

The Code also creates a positive obligation on clubs to take steps to ban patrons suspected of engaging money laundering activity; preventing criminals from exploiting clubs.

CAPITAL EXPENDITURE

The capital expenditure outlaid by clubs within NSW has been estimated at close to \$1billion for FY2022. Capital expenditure reflects the estimated spending on acquiring, upgrading and maintaining physical assets. A limitation of this data is that numbers were derived and inflated from the clubs survey, meaning that results will be weighted by the realities of clubs that responded to the survey.

Overall, clubs within NSW are estimated to have spent around \$918.3 million on capital works. When disaggregated by club size groups, total capital expenditure is relatively even, except for Small clubs. This makes sense, as these clubs also earn the least revenue and have the smallest number of members per club. Responses in the Small group tended to relate to maintenance and facilities upgrades, whereas the larger clubs tended to have programmatic capital expenditure relating to expansion into new revenue streams, acquiring other clubs, or significant upgrades to existing sites.

The various areas that capital was invested into during FY2022 includes:

- Acquisitions of smaller clubs
- Acquisitions of other revenue generating assets (including hotels)
- Electric vehicle (EV) charging stations
- Renovations
- Maintenance and upgrades of sport or other community facilities.

Of the clubs that provided a breakdown of their capital expenditure, land and buildings expenditure accounted for between 40-60% of the respective club groups' total capital expenditure. This indicates that the growth of clubs, both in expanding their offerings and improving existing offerings, is a key priority. While Large clubs do not have the highest total spend, they generate the highest estimated CAPEX on a per-club basis. This is because there are less clubs in this category.

The impact of clubs' capital expenditure is also felt throughout the greater NSW economy, generating an estimated 1,837 direct jobs and 4,592 indirect jobs, in addition to \$917.3 million in gross value added. The growth and improvement of clubs therefore has a strong impact on economic growth and prosperity within NSW.

Capital expenditure is likely to continue to play a key role in the expansion and economic activity generated by clubs across NSW, as clubs actively diversify revenue streams and their reach.

Table 10 Estimated capital expenditure impacts by club size

Club size	Total CAPEX spend (\$M)	Direct Jobs Created	Indirect Jobs Created	Gross Value-Added (GVA) (\$M)	CAPEX per Club (\$M)
Small (472)	\$16.9	34	85	\$16.9	\$0.04
Small-Medium (376)	\$106.7	213	533	\$106.6	\$0.3
Medium (222)	\$217.9	436	1,089	\$217.6	\$1.3
Medium-Large (81)	\$142.5	285	713	\$142.4	\$3.5
Large (74)	\$261.3	523	1,306	\$261.0	\$10.9
Extra-Large (30)	\$173.1	346	865	\$172.9	\$34.6
TOTAL	\$918.3	1,837	4,592	\$917.3	\$0.9

Source: ClubsNSW, Urbis, REMPLAN

EMPLOYMENT

Clubs are employment drivers in the economy, supporting close to 70,000 jobs in NSW through their operations, as shown in the table below. Direct employment relates to those workers who are employed by a club in NSW, and this has been collected through Salesforce data and scaled up where necessary based on the median of each club grouping, as reflected in table 11.

Indirect employment, which relates to those employed as part of the supply chain, has been calculated through input-output modelling based on the estimated FY2022 turnover.

Across NSW, there are over 40,000 people who work in clubs in a full time, part time or casual capacity. Across all operations, the estimated wages to staff total just over \$1.8 billion in FY2022, representing 30% of estimated gross turnover. Indirectly, an additional 29,000 jobs are supported by the sector. These jobs are primarily in the logistics, food and professional services sectors. In total, the distribution of jobs is relatively in line with the revenue of each venue. Notably, due to their business model, smaller clubs tend to employ a greater proportion of staff compared to revenue than larger club operators.

Due to their employment generation, clubs are often key employers in the communities in which they operate. This is considerably more pronounced in smaller towns, where clubs have a disproportionately larger impact on community-building and entertainment offerings.

Table 11 Estimated operational jobs supported by club size

Club size	Direct Jobs Supported	Gender split (Male/Female)	Indirect Jobs Supported	Total jobs supported from operations
Small (472)	3,798	50:50	1,976	5,774
Small-Medium (376)	8,779	45:55	5,922	14,701
Medium (222)	11,353	42:58	8,318	19,671
Medium-Large (81)	5,975	50:50	4,740	10,715
Large (74)	7,275	52:48	5,487	12,762
Extra-Large (30)	2,841	53:47	2,653	5,494
TOTAL	40,021	46:54	29,096	69,117

Source: ClubsNSW, Urbis, REMPLAN

EMPLOYMENT EQUITY AND TRAINING

As employee-driven organisations, clubs spend significant time and resources into the training and career development of their staff. ClubsNSW Salesforce data and responses from the industry survey highlight the full extent to which clubs in NSW support employment and training outcomes (Table 12).

The industry offers a range of career opportunities, training and growth. In total, over 200,000 hours of training is delivered in clubs across NSW each year. This is offered to a greater extent in larger clubs, given small and small-medium clubs capture a high number of volunteer-run or small community operations. Nonetheless, both hard and soft skills attained as part of working in the clubs industry are highly-valued and in high demand.

These include:

- Interpersonal and communications skills
- Management of data and feedback to understand the wants and needs of community
- Managing staff
- Event management and programming
- Cooking, beverage and service skills.

Beyond these on-the-job skills, specific training is provided by, or paid for by clubs frequently. This includes:

- Problem gambling and problem drinking harm minimisation training,
- Mentally healthy workplaces,
- Diversity and inclusion training.

As is common across the food and accommodation sector, over half of the workforce is employed on a casual contract. Further to this, the majority of clubs' workers are female.

Table 12 Employment breakdown by club size

Club size	Total directly employed	FT	PT	Casual	% Female	Total estimated hours of training
Small (472)	3,798	22%	9%	69%	46%	2,071
Small-Medium (376)	8,779	29%	13%	57%	71%	38,467
Medium (222)	11,353	31%	20%	49%	59%	44,415
Medium-Large (81)	5,975	28%	20%	51%	61%	70,469
Large (74)	7,275	30%	33%	36%	50%	52,048
Extra-Large (30)	2,841	30%	26%	44%	47%	7,500
TOTAL	40,021	29%	17%	54%	57%	214,970

Source: ClubsNSW, Urbis

CONCLUSION – KEY FINDINGS

- Clubs are community assets, and provide meaningful economic, social and health outcomes to locals in a variety of ways. This community support is estimated to be worth over \$1.2billion per annum.
- Smaller clubs have a disproportionately larger positive impact on the communities they operate in, often acting as the key drivers of community connection, volunteer efforts and food and beverage offerings in regional and rural communities, or to specific interest groups.
- In total, clubs contribute over \$9 billion of economic and social impact to the NSW economy.
- While gaming is an important revenue driver in clubs the majority of the social and economic benefit of clubs comes from the broader service offerings of clubs.
- While gaming is a stronger revenue driver in large clubs, gaming revenue per member was found to be consistent throughout the various stratification of club sizes.
- Larger clubs are seeing success in the diversification of revenue based on community-driven streams including aged care, primary health and children's entertainment. This will likely continue as clubs move toward more holistic offerings to community via a large and diverse capex program.
- Clubs are a significant jobs generator in the NSW economy, with some 75,000 direct and indirect jobs associated with their operations and capital expenditure programs.
- Social connection, volunteering and provision of assets to the public are key drivers of the social value that clubs bring to NSW.



DISCLAIMER

This report is dated 23 May 2023 and incorporates information and events up to that date only and excludes any information arising, or event occurring, after that date which may affect the validity of Urbis Pty Ltd (Urbis) opinion in this report. Urbis prepared this report on the instructions, and for the benefit of, ClubsNSW (Instructing Party) for the purpose of Research Report (Purpose) and not for any other purpose or use. To the extent permitted by applicable law, Urbis expressly disclaims all liability, whether direct or indirect, to the Instructing Party which relies or purports to rely on this report for any purpose other than the Purpose, and to any other person which relies or purports to rely on this report for any purpose whatsoever (including the Purpose).

In preparing this report, Urbis was required to make judgements which may be affected by unforeseen future events, the likelihood and effects of which are not capable of precise assessment.

All surveys, forecasts, projections and recommendations contained in or associated with this report are made in good faith and on the basis of information supplied to Urbis at the date of this report, and upon which Urbis relied. Achievement of the projections and budgets set out in this report will depend, among other things, on the actions of others over which Urbis has no control.

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This report has been prepared with due care and diligence by Urbis and the statements and opinions given by Urbis in this report are given in good faith and in the reasonable belief that they are correct and not misleading, subject to the limitations above.

APPENDIX A

METHODOLOGY

STRATIFICATION OF CLUBS

The clubs in this analysis have been grouped by their member size as noted in the Salesforce data provided by ClubsNSW. Each individual club has been based on their ABN, meaning that clubs with multiple venues under the one ABN are counted as one club for the purpose of this analysis. The methodology for devising these stratifications was a 'natural breaks' algorithm which minimises statistical differences across a defined number of buckets. These breaks were then altered slightly by ClubsNSW to reflect more relevant benchmark numbers between Small to Extra-Large clubs.

For Clubs either missing membership number data within Salesforce, or in the absence of Salesforce data, a prediction was made based on best available publicly available information as to which club group size the club belonged.

REVENUE

Revenue figures have been derived from the Annual Report Data provided by ClubsNSW. To account for time discrepancies within the data (i.e. a range of years being listed as the most recent year for the various data points), data provided for years prior to 2022 were inflated by the inflation growth between that year and 2022, based on Sydney CPI.

To then account for the data points missing altogether, the median revenue number for each category within each club size group was calculated. This figure was applied to the clubs with missing revenue data. The inflated original revenue data points were summed with the medians multiplied by the number of missing data points at each club size to estimate total 2022 revenue.

To calculate revenue on a per-member basis (calculated as the sum of revenue divided by the sum of members in each club size group), gaming revenue was excluded as it is accounted for separately. Membership-derived revenue was also excluded as the business models of more exclusive clubs resulted in skewed data on the smaller clubs' scales. Additionally, the revenue-member ratio did not include clubs that used medians to fill in data points, to provide a more accurate representation.

GAMING DATA

As with the preceding revenue numbers, the gaming revenue data on a per-EGM and per-member basis was calculated for only the clubs that had recorded data. The total number of EGMs was derived from Salesforce Data provided by ClubsNSW.

The total estimated tax related to gambling was derived from Salesforce data provided by ClubsNSW, which records 'Gaming Tax'. This was cross-referenced against data included in relation to Club Gaming Tax, also provided by ClubsNSW.

The ClubGRANTS Data provided by ClubsNSW is assumed to be complete, and therefore there is no scale-up. For the per-member figures, only clubs with ClubGRANTS were used for their member base. The calculation was made using the total within each club size group divided by the total number of members in each club size group, provided that the clubs participated in ClubGRANTS.

CAPITAL EXPENDITURE

Capital expenditure has been estimated based on the responses to the survey. Survey respondents provided 2022 figures for expenditure on:

- Land and buildings
- Plant and equipment
- Furniture and fittings
- Computers and office equipment
- Motor vehicles
- Poker machines
- Work-in-progress
- Intangible assets

Grouped and totalled by the six club size categories, the medians of the total capital expenditure within each category were then calculated and multiplied by the number of clubs that had not completed the survey, respectively. These calculations were then added to the sum of the raw survey data.

The estimates were then reported on a per-club basis, to outline the indicative amount a single club within each group is spending on capital works.

To estimate indirect employment and GVA, REMPLAN multipliers for construction were used. This allows for an estimate of the greater economic impacts that clubs' investment in capital have throughout the NSW economy

EMPLOYMENT

The number of direct jobs supported has been derived from the Salesforce data, which provides the number of employees in each club. In instances where this data was not obtainable, the median number of employees for each club size class was applied as a proxy.

The total gender breakdown was derived only from clubs that responded to the survey. The calculation involved adding up all male and all females in each club and dividing by the total number of employees indicated in the survey. An average was then calculated. A similar approach was taken in deriving the average gender breakdown by employment type (full-time, part-time, casual).

To calculate the average employment type breakdown, the average of the proportions of each employment type was calculated (i.e. $x\%$ full time workers in Club 1 + $y\%$ full time workers in Club 2 divided by n clubs).

The total training hours were also derived from the survey data and scaled up using group medians.

TAXATION

The figures for taxation, excluding gaming tax, were derived from the survey. The values that were sought were:

- Payroll Tax
- Fringe Benefits Tax
- Council Rates
- Land Tax
- Income Tax
- GST

With the figures provided, medians were calculated and then applied to the wider clubs' population within each club size group. There are limitations to this approach in that each club has its own way of managing tax obligations. Additionally, there were discrepancies in whether the reported numbers were pre- or post- tax benefits. Tax payable is also relative to each club's unique financial position. Therefore, it is difficult to extrapolate an accurate number given a small sample size for some of the club size groups.

PUBLIC FACILITIES

The provision of public facilities was derived from the survey data, and scaled up at an all-clubs level, rather than separating the clubs into their different sizes. This approach was taken as there would likely be an overinflation of numbers, especially given that the smaller sized clubs can be more specialised and have proportions of facilities that are not representative of the wider group (e.g. not all small clubs have a golf course). Therefore, the total number of facilities in each category was divided by the total survey sample number and multiplied by the total clubs' population.

Consistent with IPART's recommended approach, Urbis calculated the economic value of community use of subsidised facilities and venues by subtracting the revenue generated from using the facilities from the actual market value of those facilities. The market values represent the extra revenue which could have been generated if clubs charged market rates for the use of their facilities and venues. Revenue generated in the operation of each facility was subtracted from the market values to arrive at the community value.

- Urbis calculated the market values of facilities and venues using IPART's 2008 suggested facility values and inflated these values to obtain estimated 2022 market values. Consistent with IPART's methodology, the inflators used were:
 - internal facilities (such as meeting rooms) were inflated by the change in the cost of renting office space over the period. This was chosen because internal facilities such as meeting rooms and accommodation space were likely to track the price of office space given the likely use of the facility if it was not made available for community use
 - external facilities (such as tennis courts and sporting fields) were inflated by the residential rents expenditure class of the Sydney Consumer Price Index (CPI), reflecting the likely alternative use of the land used by these facilities
 - pool tables were inflated by CPI, as the provision of tables do not require a significant investment in land and any change in market value is likely to align with general price movements.

COMMUNITY CONNECTION

Community Connection data was derived from the survey data. The scale-up was conducted at the club group size level. The total reported events/activities in each classification (entertainment, senior connections, community events, sports and recreation) was divided by the number of clubs surveyed, and then multiplied by the total number of clubs in each group. The value was then reported at a regional level (Greater Sydney and Rest of NSW).

Each event was valued at a constant \$1,200, in line with the estimated average cost for paying for an event in Australia ([Bark, 2023](#)).

DATA RELATING TO CLUBS IN NSW

To construct an overview of the operations of clubs within NSW, a mixture of key industry data and a bespoke survey were utilised. ClubsNSW collects a series of data points across its membership, including annual report data, Salesforce data and syntheses of gaming data from NSW Liquor and Gaming. These data points were collected and analysed by Urbis as a baseline for the report.

Despite significant economic data centralised within ClubsNSW, there remained a need to collect further information to support the analysis. This is outlined in Figure 1.

To better understand the social and economic activity occurring across clubs within NSW, a survey was commissioned and issued to members of ClubsNSW. The survey garnered 143 responses, meaning that the data collected is representative of approximately 13% of all clubs within NSW.

From an economic standpoint, the survey collected data on capital expenditure and taxation breakdowns. Collecting this data was crucial to understand the investments made by clubs of different sizes and their wider economic impacts, as well as how the size of a club impacts tax contributions.

Social impact data was also collected, identifying:

- The various facilities provided by different types of clubs
- The employment type and gender breakdown of clubs
- Volunteering contributions, from both staff and community volunteers
- Social events calendars
- Environmentally focused initiatives and
- Additional social outreach initiatives, both internal and external.

Collecting this data provided a better understanding of how clubs have a positive impact on their wider communities. The survey process utilised ClubsNSW's membership portal, enabling interaction with clubs of all sizes and giving each an opportunity to highlight their social and economic contributions. It was from this data, and annual report, gaming and salesforce data provided from ClubsNSW, that we then estimated overall contributions of clubs within NSW.

APPENDIX B

ASSESSMENT OF STRATIFICATIONS







STRATIFICATION OF CLUBS FOR THE PRESENT STUDY

Clubs exist at different sizes and for different purposes based on where they are and the membership base they engage. To assist in understanding differences across clubs and accurately scale-up missing or incomplete data for this report, clubs have been grouped into 6 groups based on the estimated number of members within each club. These groups, which range from small to extra-large, cover a wide range of business models and revenue streams. This appendix contains stratification data based on a series of metrics, and demonstrates that members is a consistent measure of the size and scope of clubs with regard to employment, revenue and gaming revenue.

Within this analysis, a single club may consist of a multitude of venues that operate under the one ABN. Therefore, if there are five venues operating under the same ABN, they are considered as a single club for this analysis and stratification process.

The small classification is the most concentrated, accounting for around 45% of clubs in NSW. Extra-large clubs represent the smallest proportion of clubs, at less than 1%. However, these clubs represent high membership levels and high revenue numbers. In many cases these groupings are utilised to construct median and average values to be used as proxies for missing data points

Table 13 Stratification summary statistics

Name	Member range	Number of surveys	Total estimated clubs in NSW	Total estimated venues in NSW	Estimated venues per club
Small (472) 	0 – 1,000	19	469	472	1
Small-Medium (376) 	1,001 – 5,000	50	364	376	1
Medium (222) 	5,001 – 20,000	41	170	222	1.3
Medium-Large (81) 	20,001 – 40,000	20	41	81	2
Large (74) 	40,001 – 80,000	11	24	74	3.1
Extra-Large (30) 	80,001 +	2	5	30	6

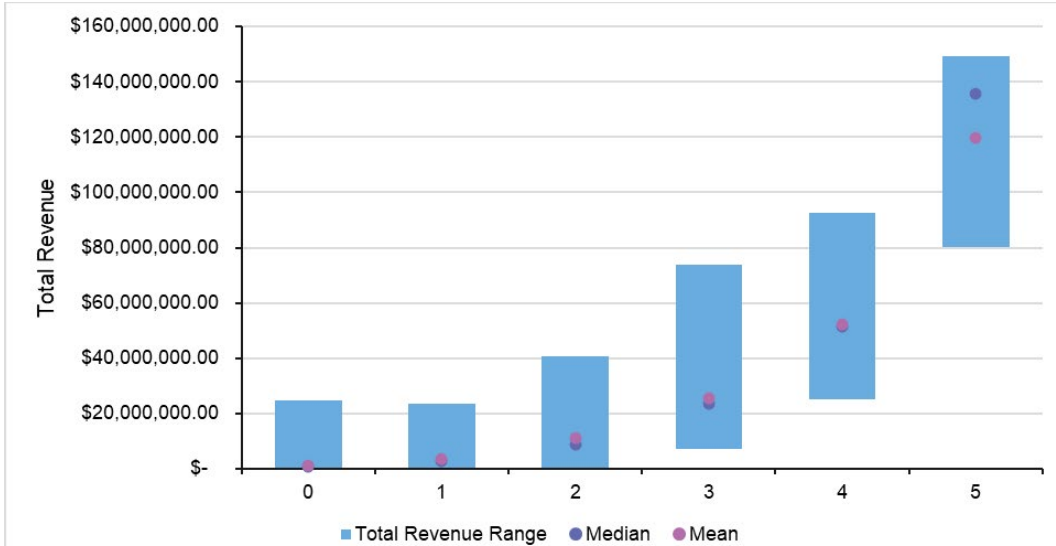
Source: ClubsNSW, Urbis

Strong survey response levels were also achieved across most classes, with the Medium-Large, Large and Extra-Large clubs achieving response rates of 40% or greater. The Small clubs had the lowest response rate at 4% of the NSW total. While the Small-Medium and Medium clubs had lower response rates as a proportion of their total club numbers, these responses represented a combined 73% of all survey responses. Hence, the responses are considered to substantiate relevant estimates for the average or medians of all clubs at this level.

The limitations caused by data points that were either missing or in need of adjustment means that the figures within this report are estimations and should not be taken as exact values.

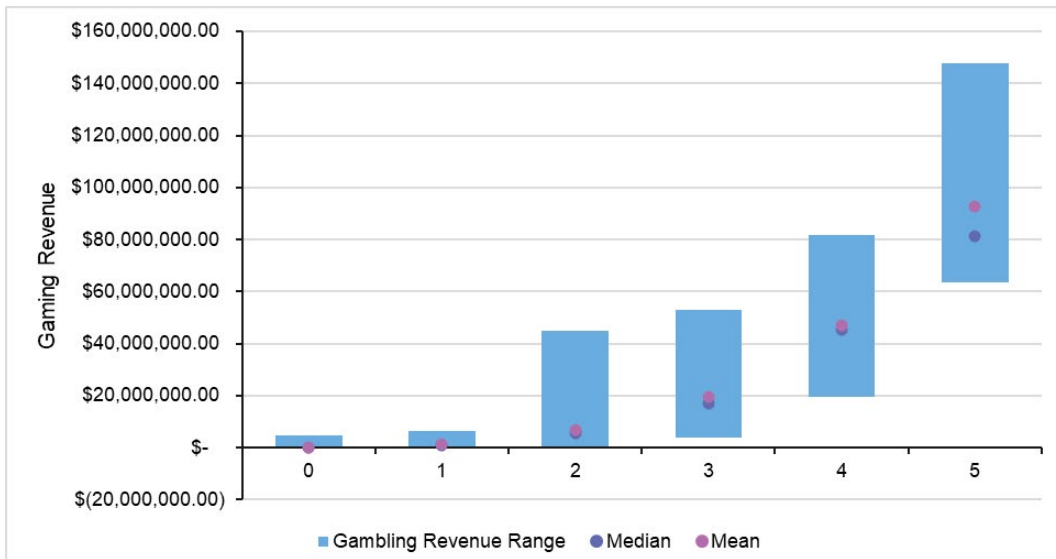
Total Revenue*

Grouping of total revenue ranges and key statistics when separating the clubs into 6 groups based on membership numbers.



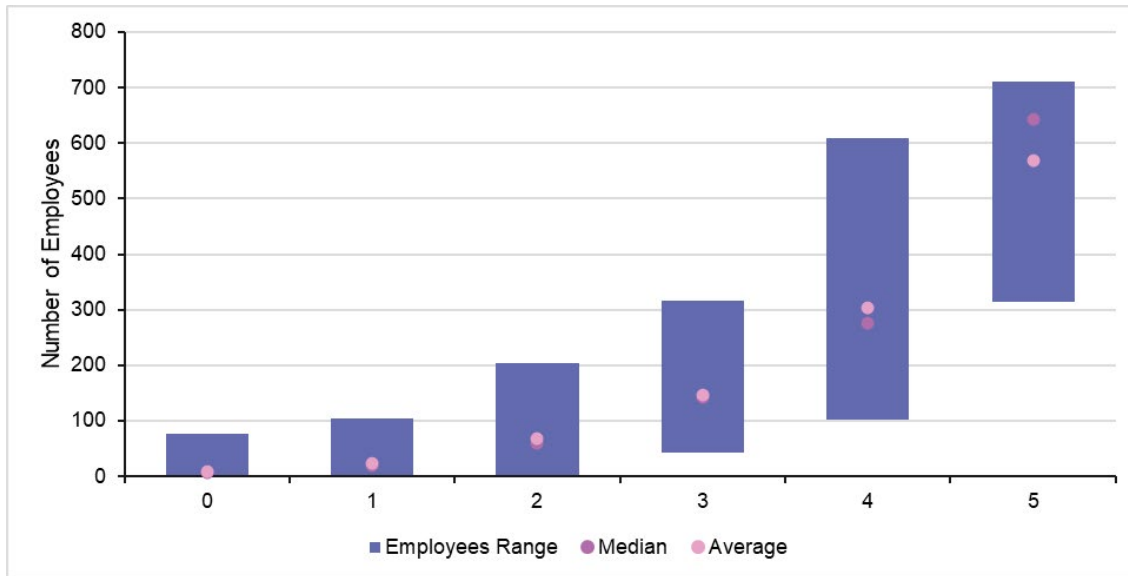
Gaming Revenue*

Grouping of gaming revenue ranges and key statistics when separating the clubs into 6 groups based on membership numbers.



*Stratification testing based on Club Gaming Tax data.

Employment



Alignment to Survey Pool*

	Minimum		Maximum		Mean		Median	
	Total	Survey	Total	Survey	Total	Survey	Total	Survey
0	4	0	1000	1000	482.8913	571	440	565
1	1005	1043	5050	4756	2395.802	2693.021	2009	2777.5
2	5233	5500	17000	17000	9021.695	9605.512	8000	9000
3	17434	19372	39500	39500	25711.56	27439.3	24085.5	27000
4	41003	41003	87690	75652	55817.12	57344.73	54608	54608
5	115780	115780	172741	115780	143135.5	115780	142010.5	115780

*Initial alignment between total clubs and those that completed the survey was completed prior to the closing of the survey. Additionally, this alignment does not include estimated members for clubs missing data.

Missing Data

	Salesforce	Annual Report Data	Club Gaming Tax	Survey
0	42	208	125	451
1	20	40	30	316
2	6	12	8	130
3	0	0	0	21
4	0	1	2	13
5	0	0	0	3

Legend ● Small ●● Small-Medium ● Medium ●● Medium-Large ● Large ●● Extra-large

APPENDIX C

CLASSIFICATION OF CLUBS

CLUBS LIST BY ABN, LICENSEE NAME AND GROUP CLASSIFICATION

The following table outlines the ABN, associated club name and number of members as outlined in the Salesforce data provided by ClubsNSW. These member numbers were the basis for the classification into the six club size groups.

NOTE: Estimates have been made for clubs that either did not have Salesforce data provided or did not have a registered ABN and corresponding membership data. Clubs without ABNs included in the table below did not have ABN data provided.

ABN	Licensee	Members	Group
11000003314	Newcastle Golf Club	802	S
11000056860	Gunnedah Services & Bowling Club Limited	5,304	M
11000834908	Wyong Rugby League Club	48,540	L
11000996930	Yarrawonga & Border Golf Club Limited	7,000	M
11000996994	Upper Horton Sports Club Ltd	235	S
11001005732	Tamworth City Bowling Club Ltd	1,000	S
11001013896	Yeoval Bowling Club Limited	244	S
11001019129	Tarcutta RSL & Citizen's Club Limited	292	S
11001045870	Killara Golf Club Limited	1,743	S M
11002970452	Boggabilla Town & Country Club	500	S
11129010939	Condobolin Sports Club Limited	550	S
11468826325	Raymond Terrace Bowling Club Co-operative Limited	3,648	S M
11592765267	Teralba Bowling Club Co-operative Limited	688	S
12000005818	Pratten Park Community Sports and Bowling Club Limited	24	S
12000037856	Pennant Hills Golf Club Ltd	1,450	S M
12000046766	Cumberland Country Golf Club	2,545	S M
12000097807	Killara Bowling Club Ltd	106	S
12000734403	Kemblawarra Portuguese Sports & Social Club Ltd	950	S
12000900069	Royal Prince Edward Yacht Club Limited	506	S
12000947071	Wagga R S L Club Ltd	28,693	M L
12000977926	Gladesville RSL & Community Club Limited	6,376	M
12000979546	Lake Cargelligo Bowling Club Ltd	425	S
12000995746	Sydney Rowing Club Limited	15,000	M
12001029232	Bar Beach Bowling and Sporting Club Limited	1,000	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
12001037396	Kiama Bowling & Recreation Club Limited	1,276	S M
12001038142	Humula Citizens Sports Club Limited	123	S
12001047052	Finley Golf Club	251	S
12004002774	Mayfield West Bowling Club Co-operative Limited	1,000	S
12053974628	Scone Rugby Union Football Club Limited		S
12751439395	Town & Country Club Co-operative Limited		S
12838745235	Bonalbo Bowling & Recreation Club Ltd	311	S
13000004197	Chatswood Bowling Club	130	S
13000911419	Russian Club Limited	500	S
13000927257	Belmont Golf Club Limited	1,700	S M
13000930870	Nyngan RSL & Civic Club	1,257	S M
13000956801	Canowindra Golf Club Ltd	420	S
13000961277	Deniliquin Club Ltd	160	S
13001066502	Walcha Sports Club Ltd		S
13079045116	South Sydney Junior Leagues Bowling Club Limited	151	S
13620240212	Longueville Sporting Club	6,111	M
13641150243	Dorrigo Memorial RSL Club Co-operative Limited	560	S
13708432461	Kotara Bowling & Recreation Club Co-op Ltd	1,700	S M
14000589060	St Marys District Band Club Limited	24,000	M L
14000954807	Lorn Park Bowls Sports & Recreation Club	509	S
14001029241	Wangi District Workers Club Ltd	6,000	M
14001031287	Barrier Social Democratic Club Limited	9,000	M
14001034911	Richmond Club Ltd	22,407	M L
14001035785	Yanco All Servicemens Club Limited	1,600	S M
14001060831	Narromine Golf Club	410	S
14002318836	Dee Why RSL Club Limited	57,526	L
14090264009	Manildra Golf Club	220	S
14928217897	Country Tennis Club Cooperative Pty Ltd		S
15000037427	Northbridge Golf Club Limited	1,875	S M
15000059745	Club Millthorpe	198	S
15000085601	Warringah Golf Club Limited	931	S
15000613785	Mosman Returned Servicemens Club Limited	11,200	M
15000859674	Balgowlah Golf Club Ltd	375	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
15000961286	Wellington Bowling Club Limited	356	S
15000964910	Gundagai District Services Club Ltd	2,020	S M
15000965720	Matraville R S L Sub-branch Club Ltd	3,500	S M
15000967340	Ramsgate RSL Memorial Club Limited	23,952	M L
15000970132	Forestville RSL Club Limited	9,182	M
15000982730	Wingham District Memorial Services Club Ltd	2,173	S M
15000986407	AGA Club Germania Ltd	1,073	S M
15001002062	Grenfell Country Club Ltd	268	S
15001024817	Manning Point Bowling Club Ltd	641	S
15001032917	Hay Services Club Limited	500	S
15001039845	Aberdeen Bowling Club	761	S
15001041390	Oxley Bowling Club	490	S
15001041827	South West Rocks Country Club	4,721	S M
15318390356	St George Rowing Club	1,900	S M
15476795684	Cardiff Bowling Club Co-operative Limited	760	S
15499427975	Peak Hill Golf Club Co-operative Limited	130	S
16000057250	Kirribilli Ex-Service Club Ltd	16,688	M
16000371157	Queanbeyan Leagues Club Limited	11,000	M
16000955626	Hurstville R.S.L. Memorial Club Ltd	21,000	M L
16000956436	Yamba Bowling & Recreation Club Limited	4,500	S M
16000983102	Barraba Golf Club		S
16000991266	Toronto District Workers Club Limited	12,105	M
16000992012	Muswellbrook RSL Sub-branch Club Limited	6,953	M
16001004502	Rand Bowling Club Ltd	128	S
16001015096	East Lismore Bowling Club Ltd	1,300	S M
16001023132	Club Jervis Bay	5,464	M
16001060840	West Wyalong Bowling Recreation Club Ltd	288	S
16106879440	Portugal Madeira Sydney Social & Cultural Sports Club Limited	740	S
16474471739	Kyogle Bowling Club Limited	620	S
16890016822	City of Sydney RSL & Community Club Limited	6,101	M
17000341186	Sutherland District Trade Union Club Ltd	45,411	L
17000981993	Bathurst Golf Club	1,169	S M
17001028002	Bingara Returned Servicemen's Club Limited	967	S

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
17001039854	Scone Bowling Club Limited	1,700	S M
18000007465	Manly Golf Club	1,373	S M
18000016311	New South Wales Golf Club Limited	1,160	S M
18000182436	Woollahra Golf Club Ltd	801	S
18000904594	Ourimbah-Lisarow RSL Club Ltd	10,049	M
18000956445	South Grafton Bowling Sports and Recreation Club Limited	90	S
18000965355	Dubbo RSL Memorial Club Limited	17,552	M
18000990465	Gulgong RSL Club	1,000	S
18001011865	Adelong Services Citizens & Bowling Club Ltd	527	S
18001038606	Black Head Bowling Club	1,063	S M
18001063716	Assyrian Sports & Cultural Club	1,800	S M
18001518574	Cudgen Leagues Club Limited	2,800	S M
18070510708	Port Stephens Yacht Club Ltd	370	S
18491823423	Narromine Bowling Club Ltd	757	S
18606192965	Queenbeyan Sports & Community Club	2,206	S M
19000032137	Brighton Lakes Recreation & Golf Club	1,300	S M
19000845410	Erina Rugby League Football Club Limited	9,394	M
19000895705	Drummoyne Sailing Club	7,113	M
19000956007	New England Club Limited	390	S
19000994589	Kiama Golf Club	3,380	S M
19001001707	Brighton-Le-Sands RSL Club Ltd	3,196	S M
19001048773	Oberon RSL Club Limited	1,514	S M
19181932379	Manildra Bowling Club Ltd	345	S
19473724053	Queanbeyan RSL Memorial Bowling Club Limited	3,000	S M
19681339813	Parkes Service & Citizens Club Co-operative Limited	4,700	S M
20000090979	Sutherland Bowling & Recreation Club Ltd	1,550	S M
20000256155	Catalina Country Club	6,285	M
20000434355	Bondi Waverley Squash Club Ltd	288	S
20000740983	City Diggers Wollongong	14,137	M
20001020784	Wangi RSL Sub-branch Club Limited	2,200	S M
20001023150	Nambucca Heads Bowling & Recreation Club Limited	2,058	S M
20001034117	Batlow RSL Club Ltd	1,420	S M
20001045969	Club North Haven	3,497	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
20001055689	Crookwell Golf Club Ltd	243	S
20001064535	Sawtell Bowling & Recreation Club Limited	1,849	S M
20001077943	Warilla Sports Club Limited	8,600	M
20219368532	Gilgandra Golf Club Co-operative Limited	72	S
20435851012	SALT SURF LIFE SAVING CLUB		S M
20793988758	Milton & Ulladulla Bowling Club Co-operative Limited	6,756	M
21000029354	Strathfield Golf Club	908	S
21000509759	Collaroy Services Beach Club Ltd	8,600	M
21000858006	Workers Blacktown	57,134	L
21000968614	Cumnock Bowling Club Ltd	272	S
21001026464	Jamberoo Bowling & Recreation Club Limited	960	S
21001070140	Weethalle Country Club	131	S
21002081905	Moorebank Sports Club Ltd	33,000	M L
21459248627	Cessnock City Soccer & Bowling Club Limited		S
21781552504	Ballina Angling Club Limited		S
22000156534	Palm Beach Golf Club Limited	500	S
22000915515	Lane Cove West Bowling & Recreation Club Limited	340	S
22001008206	St Michael's Golf Club Limited	1,248	S M
22001024406	Nimmitabel Country Club	150	S
22001034126	Padstow RSL Club Limited	4,743	S M
22001049154	Palm Beach RSL Sub-branch Club Limited	2,718	S M
22001055698	Deniliquin RSL Club Ltd	6,812	M
22001066164	Cassilis Bowling Club	167	S
22051913574	Oberon Golf Club Ltd		S M
22080314156	Hamrun Association (NSW) Incorporated		S M
22089602103	Picton Bowling Club	3,150	S M
22263683268	Bondi Icebergs Club Ltd	4,100	S M
22612147077	Cromer Golf Club Limited	1,035	S M
23000064193	Clovelly Bowling & Recreation Club Ltd	500	S
23000108743	The Manly Club on Gilbert Park	1,100	S M
23000185704	Tamworth Aero Club Limited (Tamworth Airport)	200	S
23000993797	Lansvale United Sports Club Ltd	950	S
23001026473	Gerringong Bowling & Recreation Club Ltd	1,300	S M

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
23001064106	Wagga Wagga Boat Club Limited	1,100	S M
23430067112	Boolaroo Bowling & Recreation Co-operative Society Limited	557	S
24000044315	Wauchope Country Club Limited	3,300	S M
24000085263	Coogee Legion Ex-Service Club Ltd	5,000	S M
24000148443	Balgowlah Bowling Club Ltd	170	S
24000378558	UTS Haberfield Club Ltd	1,458	S M
24000639314	Munmorah United Bowling Club Ltd	5,800	M
24000650206	Cabramatta Rugby League Club Limited	8,427	M
24000973919	Western Suburbs (N'cle) Leagues Club Ltd	156,109	X L
24001011007	Culcairn Bowling & Recreation Club	560	S
24001037823	Lithgow Golf Club	200	S
24001050399	Albion Park Bowling & Recreation Club Ltd	4,625	S M
24001055643	Maclean Golf Club Ltd	267	S
24001062933	Hanwood Sports Club	490	S
24001065363	Aberdeen RSL & Citizens Club Limited	390	S
24001074273	Tullamore Bowling & Citizens Club Limited	-	S
24620971540	Adamstown Bowling Club Co-op Ltd	730	S
24735048408	Binnaway Bowling Club Co-operative Limited	148	S
25000244459	Wentworthville Leagues Club Limited	75,000	L
25000260659	Ashfield Bowling Club	620	S
25000988072	Grenfell Bowling Club Limited	800	S
25001013074	Manly Warringah Master Builders Club Ltd	4,300	S M
25001018819	Bellingen RSL Country Club	650	S
25001559548	Cessnock Leagues Club	12,476	M
25061788314	Schuetzenklub Illawarra Ltd		S
25292918920	Newcastle & Port Stephens Game Fishing Club Limited	2,011	S M
25361765895	Kurrajong Heights Bowling & Recreation Club Ltd	77	S
26000092562	Asquith Golf Club Limited	1,794	S M
26000105948	Taren Point Bowling & Recreation Club Limited	7,000	M
26000664497	Wee Waa Golf Club Ltd	150	S
26001002991	Thirroul Bowling, Leagues & Recreation Club Limited	-	S M
26001037832	West Tamworth League Club Limited	24,171	M L
26001045932	Bellbird Workers Club	1,000	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
26001062942	Griffith Ex-Servicemen's Club Limited	9,000	M
26001068239	Petersham RSL Club Limited	5,833	M
26107616919	Camden Sports Club Ltd	1,100	S M
26152151260	Bombala Golf Club		S
26351535956	Portland Bowling Club Co-operative Limited	138	S
27000436886	Greyhound Social Club Limited	1,268	S M
27000440488	Coast Golf & Recreation Club Ltd	1,650	S M
27000869821	Cobar Memorial Services & Bowling Club	1,740	S M
27000915980	Inverell Club Limited		S
27001026491	Kiama Leagues Club	6,451	M
27001042691	Gladstone Park Bowling Club Ltd	127	S
27001068622	Marrickville District Lawn Tennis Club	85	S
27001190996	King Tom Club	2,500	S M
27001246822	Polonia Sports Club	78	S
27338573466	Moorefield Bowling and Sports Club Limited	290	S
27950495122	Rose Bay RSL Club Co-operative Limited	2,500	S M
28000005890	Cheltenham Recreation Club Limited	388	S
28000102269	Cabra-Vale Ex-Active Servicemen's Club Ltd	59,156	L
28000116423	Cruising Yacht Club of Australia Limited	2,900	S M
28000553088	Binnaway District Golf Club Ltd	70	S
28001001305	Mudgee Golf Club Ltd	2,000	S M
28001029741	Maitland Park Bowling & Sporting Complex	504	S
28001042253	Leeton & District Bowling Club	749	S
28001056471	Elanora Country Club Ltd	1,194	S M
28001066628	Corowa RSL Club Limited	9,700	M
28001874657	Murwillumbah Brothers Rugby League Football Club Limited	350	S
28120359675	Mount Lewis Bowling Club Co Op	2,500	S M
29000318187	Gosford Golf Club Pty Ltd	1,595	S M
29000896560	Leichhardt Bowling & Recreation Club Limited	750	S
29000960976	Mollymook Golf Club	11,204	M
29000964152	Western Suburbs Leagues Club Illawarra Ltd	25,322	M L
29000979180	Wyong Golf Club Limited	4,200	S M
29001009927	Kootingal & District Bowling Club	1,400	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
29001013092	Queanbeyan Kangaroo Rugby League Football Club Limited	4,565	S M
29001037467	Guyra Bowling & Recreation Club	800	S
29001044757	Henbury Sport & Recreation Club Ltd	337	S
29001046377	Broken Hill Sturt Club Ltd	5,300	M
29001068631	Glenorie RSL Club	3,900	S M
29001073043	Byron Bay Bowling & Recreation Club Limited	788	S
29163771382	Lennox Head Community Sport & Recreation Club Limited	-	M
29315070855	Club Macquarie Ltd	5,846	M
30000020468	Kogarah Golf Club	729	S
30000213696	Tuross Head Country Club Limited	2,000	S M
30000680651	St George Masonic Club Limited	6,000	M
30000941908	Commercial Club (Albury) Ltd	25,000	M L
30000984412	Ballina Bowling & Recreation Club Ltd	12,407	M
30001001378	Nundle Sport & Recreation Club Ltd	192	S
30001014722	Canowindra Bowling Club Ltd	335	S
30001032542	Ashbury Bowling & Pan-Arcadian Federation Club Limited		S
30001037029	Marrickville Bowling & Recreation Club Limited	1,000	S
30001038660	Tea Gardens Country Club Ltd	2,963	S M
30001048380	Adaminaby Bowling & Sports Club Ltd	360	S
30001912661	Building Workers Club Limited	4,050	S M
30002555428	Norah Head Bowling & Sports Club Limited	3,500	S M
30619929458	Berrigan Sports Club	-	S
31000081676	Orange City Bowling Club Ltd	2,727	S M
31000128656	Moss Vale Golf Club	1,090	S M
31000610542	Magpies Waitara	8,186	M
31000807447	Gaelic Club Ltd	180	S
31000898626	Riverstone Schofields Memorial Club Limited	6,720	M
31000956061	Moree & District Services Club	4,580	S M
31000960985	Currarong Bowling & Recreation Club Limited	1,075	S M
31000986916	Gloucester Bowling & Recreation Club Ltd	744	S
31001005438	Lawson Bowling Club Ltd	1,043	S M
31001036666	Warren & District United Services Club Ltd	1,250	S M
31001052802	Pittwater RSL Club Ltd	26,500	M L

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
31001062586	Riverine Club Limited	440	S
31003177955	Tingha Sport & Recreation Club Limited	250	S
31075519687	Lismore City Bowling and Recreation Club Limited	281	S
31202834834	Lindfield Sport & Recreation Club	3,720	S M
32000026531	Oatlands Golf Club	1,500	S M
32000463196	Kingsgrove RSL Club Ltd	7,500	M
32000796501	Kurri Kurri Bowling Club	4,200	S M
32000893701	Barham & District Services Memorial Club Limited	6,330	M
32001022831	Yass Bowling Club Limited	270	S
32001050371	Toongabbie Sports Club	7,400	M
32001059356	Wiseman Park Wollongong City Bowling Club Limited	1,700	S M
32110994808	Tumbarumba Golf Club Limited	350	S
32121903926	Tattersalls Club	1,100	S M
32771706576	Sylvania Bowling Club Co-operative Limited	1,100	S M
33000956070	Marrickville & District Hardcourt Tennis Club Ltd	500	S
33000960994	Mollymook Beach Bowling & Recreation Club	1,513	S M
33001044711	Armidale Golf Club	850	S
33001066208	South Lismore Bowling & Recreation Club Limited	600	S
33066225956	Broken Hill Community Club Napredak Ltd		S
33127963357	Deniliquin Aero Club Limited		S
33600139875	Hibbard Sports Club Limited	1,602	S M
33935945194	Beresfield Bowling Club Limited	7,000	M
34000002666	Menangle Country Club	800	S
34000243247	Picnic Point Bowling And Social Club Limited	597	S
34000348121	Revesby Workers' Club Ltd	75,652	L
34000397606	Manly Warringah Masonic & Community Club	3,500	S M
34000971022	Pelican Flat RSL Sub-branch Club Limited	6,800	M
34001044337	Finley Bowling Club Ltd	305	S
34001059301	PARKES BOWLING AND SPORTS CLUB LIMITED	650	S
34001068275	NBC SPORTS CLUB	2,138	S M
34001218999	Lemnian Association of NSW Maroula Club Ltd	350	S
34002513251	Hornsby R S L Club Ltd	33,000	M L
34002772910	Gosford RSL Club	27,000	M L

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
34318570175	Brooms Head Bowling & Recreation Club Limited	860	S
35000188625	German-Austrian Society of Australia Ltd	300	S
35000248117	Club Willoughby	3,250	S M
35000353417	The Randwick Club	7,008	M
35000563655	The Royal Exchange of Sydney		S M
35000875516	C.ex COFFS	31,076	M L
35000913575	Tottenham Bowling Club Ltd	345	S
35000958136	Wallsend RSL & Community Club Limited	19,038	M
35001015112	Nowra Bowling & Recreation Club Ltd	4,047	S M
35001019674	South Hungarian Club	560	S
35001027710	Orange Ex-Services Club	19,473	M
35001028520	South Newcastle Rugby League Club Ltd	8,000	M
35001043910	Castle Hill RSL Club	45,559	L
35001073070	Comboyne Ex-Servicemens & Citizens Club Limited	300	S
35001642511	Sawtell/Toormina Sports and Recreation Club Limited		S
35003254411	Albury Tigers Club Ltd	200	S
35703387334	Dunheved Golf Club	640	S
35725450389	Wardell Sporting Recreation Club Limited	231	S
36000507764	Rosnay Golf Club Limited	320	S
36000631630	Delungra Memorial Bowling & Recreation Club	-	S
36000870655	Davistown RSL Club Ltd	12,000	M
36000902170	Macksville District Ex-Servicemens Club Limited	3,249	S M
36000957773	Katoomba RSL	3,499	S M
36000962185	Nambucca Heads RSL Club	4,693	S M
36001026526	Taralga Sports Club Limited	325	S
36001045156	Wagga Wagga Country Club Limited	1,300	S M
36001053256	Coolah Sporting Bowling Club	564	S
36001059374	Woonona Bulli RSL Memorial Club Limited	11,000	M
36001816799	Callala RSL Country Club	2,300	S M
36001951131	Del Rio Aquatic Club Limited	320	S
36002503540	Pitt Town & District Sports Club Limited	1,600	S M
36003159779	Dunoon & district Sports & Recreation Club	600	S
36186546880	Mendooran - Merrygoen Memorial Club Co-operative Limited	109	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
36724361036	Quirindi Bowling Club	400	S
37000043121	Long Reef Golf Club	1,540	S M
37000089878	Lindfield Bowling Club	150	S
37000242893	Woolooware Golf Club Limited	1,880	S M
37000436046	Coffs Harbour & District Aero Club Limited		S
37000975155	Tamworth Services Club Limited	8,730	M
37001069914	Gwandalan Bowling Club	4,200	S M
37002306336	Cyprus Community of NSW Limited	3,000	S M
37002690799	Sydney Portugal Community Club Limited	1,300	S M
37003379299	Albert Golf Club		S
37065165684	Burruga Sport & Recreation Club Limited		S
37276817054	Gunnedah Golf Club Ltd	1,350	S M
37326921974	Carrington Bowling Club Co-operative Limited	1,188	S M
37773073193	Dural Country Club	3,500	S M
38000076853	Bayview Golf Club Limited	1,911	S M
38000151799	Manly Vale - Calabria Bowling Sports & Social Club Limited	700	S
38000577444	Jindabyne Bowling & Sports Club Ltd	2,025	S M
38000864120	Condobolin RSL Club	1,500	S M
38000995415	Club Taree	10,000	M
38001011507	Wyangala Dam Country Club Limited	435	S
38001024979	Dapto Citizens Bowling Club Ltd	2,800	S M
38001026535	Sussex Inlet RSL Club Ltd	5,233	M
38001033889	Windang Bowls Club	2,044	S M
38001054011	Manilla Golf Club Limited		S
38001057763	Bigga Golf Club Ltd	200	S
38001059383	Murwillumbah Services Memorial Club Limited	7,000	M
38003364654	Tilligerry RSL Sports Club Limited	2,655	S M
38061649036	Club Paceway	4,000	S M
38163551086	Ingleburn RSL Sub-Branch Club Limited	17,434	M
38229232172	La Valette Social Centre		S M
38305258723	Park Beach Bowling Club Limited	5,500	M
38540937754	Holbrook Returned Servicemen's Club Limited	1,100	S M
38609055115	Charlestown Bowling Club	7,735	M

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
39000318669	Kempsey Heights Grand United Bowling & Recreation Club Ltd	2,200	S M
39000957344	Albion Park RSL Memorial Club	5,900	M
39000971988	West Wyalong Services & Citizens Club Ltd	2,254	S M
39001030584	Club Dubbo	5,000	S M
39001037949	Singleton Returned Servicemen's Club Ltd	7,150	M
39001039505	Stuarts Point Workers Recreation & Bowls Club Limited	1,253	S M
39001049225	Harden Country Club	500	S
39001065425	Cardiff RSL Club Limited	12,500	M
39001071905	Shelly Beach Golf Club	6,750	M
39119393136	Kandos Returned Services Community Club	533	S
39184211043	Barraba Rugby Union Football Club		S
39189285833	Warners Bay Bowling Club Co-operative Limited	2,178	S M
39474965089	Lansvale United Sports Club Limited	1,331	S M
39963747288	Forster Bowling Club Limited	11,770	M
40000002693	Royal Sydney Yacht Squadron Club	2,700	S M
40000830535	Inverell Returned Servicemen's Club Limited	5,000	S M
40000880393	Warragamba Worker's & Sporting Club Limited	2,009	S M
40000986514	Lockhart Golf Club		S
40001037010	Jets Sports Club Limited	2,436	S M
40003684624	Echuca - Moama RSL & Citizens Club Limited	13,807	M
40369142595	Cowra Golf Club Ltd	796	S
41000003065	Union, University & Schools Club of Sydney	1,700	S M
41000041583	Bowral Golf Club Ltd	584	S
41000059478	Cronulla Golf Club Ltd	4,800	S M
41000078044	Belfield Bowling & Recreation Club Ltd	180	S
41000253878	Caringbah Bowling & Recreation Club	515	S
41001030593	Narrabri RSL Memorial & Citizens Club Limited	5,684	M
41001043116	Panania East Hills RSL Club Limited	14,000	M
41001049234	Cowra Services Club	4,000	S M
41001055778	Cootamundra Ex-Servicemens & Citizens Memorial Club Limited	3,300	S M
41664425643	Singleton Golf Club Co-operative Limited	644	S
41792195022	Tamworth Golf Club Ltd	2,259	S M
42000616704	Telarah Bowling Club	3,348	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
42000952492	Forster Tuncurry Golf Club Ltd	6,262	M
42001008797	Narooma Golf Club	2,453	S M
42001011525	Wee Waa & District Bowling Club Ltd	1,200	S M
42001044373	Campsie RSL Sub-branch Club Limited	18,563	M
42001382154	Bungendore Bowling & Sports Club		S
42982024018	Croatian Wickham Sports Club Co-operative Limited	180	S
43000071125	Eden Gardens Country Club	3,387	S M
43000080035	North Ryde Golf Club	2,613	S M
43000753604	Riverina Australian Football Club Limited	14,000	M
43000841958	Western Suburbs League Club (Campbelltown) Ltd	49,475	L
43000957362	Cooma Ex-Services Club	4,200	S M
43001006739	Majellan Bowling Club Ltd	330	S
43001040759	Cowra Bowling Club Limited	2,941	S M
43001042379	Glen Innes Bowling Club Limited	921	S
43001054977	Jerilderie Golf Club Limited	424	S
43001055723	Yoogali Club Limited	500	S
43001055787	Coolamatong Snowy Mountains Country Club Ltd	302	S
43001058153	Kendall Services & Citizens Club Limited	1,030	S M
43001060135	Temora Golf Club Limited	448	S
43001066253	Manly Sixteen Foot Skiff Sailing Club Limited	6,950	M
43001067063	Bourke Bowling Club	1,053	S M
43074260316	The Southern Districts Rugby Club		S M
43633602506	Stockinbingal Bowling Club Co-operative Limited	200	S
43887868067	Dunedoo Sports Club Ltd	312	S
44000004768	Waratah Golf Club Ltd	750	S
44000016044	Royal Automobile Club of Australia	1,849	S M
44000874304	Denman Sub-Branch RSL & AILA Club	807	S
44000948014	Young Golf Club Limited	324	S
44000969522	Laurieton United Services Club	7,971	M
44000988152	Yass Soldiers Club Limited	3,500	S M
44001019272	Griffith Leagues Club Southside	10,000	M
44001026562	Nimbin Bowling, Sport & Recreation Club Limited	428	S
44001035472	Kingscliff Bowls Club Limited	4,756	S M

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
44001044819	Wellington Golf Club Limited	180	S
44001061829	Coolamon Sport and Recreation Club Limited	700	S
44001063449	Nyngan Golf Club Limited	350	S
44001235990	Uruguayan Social & Sporting Club Limited	1,800	S M
44001292253	Temora Aero Club Limited		S
44001507777	Hungarian (Magyar) Social Club	333	S
44001783124	Canley Heights R S L & Sporting Club Ltd	10,554	M
44004054353	City Tattersalls Club	23,291	M L
44611465237	West Tamworth Sports & Bowling Club Limited	680	S
44961897082	Denman Co-operative Bowling Club	400	S
45000164796	Grafton District Golf Club Ltd	790	S
45000402424	Moruya Golf Club	2,000	S M
45001015658	Evans Head Bowling Club Ltd	4,507	S M
45001054986	Boggabri Golf Club		S
45001055796	Deniliquin Bowling Club	1,100	S M
45001057352	Ardlethan Bowling & Recreation Club	390	S
45001060144	Iluka Bowling Club Limited	1,450	S M
45001063832	Yass Golf Club	394	S
45001694908	Charlestown Golf Club Ltd	900	S
45003371597	Club Goonellabah	495	S
45032348192	Hamilton North Bowling Club Co-operative Limited	2,000	S M
45167669249	Lismore Heights Sports Recreation And Community Club Ltd	400	S
45408512862	Tomago Bowling & Sporting Club Co-op Limited	400	S
46000125851	Belrose Bowling Club Ltd	2,328	S M
46000416268	Eastern Suburbs Tennis Club Limited	800	S
46000883223	Club Blacktown	15,000	M
46000954567	Goulburn Club	245	S
46001068702	Darlington Point Club	1,031	S M
46001071558	Australian 18-Footers' League Limited	4,000	S M
46003382947	Murray Downs Golf & Country Club Ltd	6,000	M
46056428249	Lightning Ridge Golf Club Limited	150	S
47000043667	Bexley Golf Club	800	S
47000797437	Chatswood R S L Club Ltd	24,000	M L

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
47000897003	Barraba Ex-Servicemen's Club Limited	740	S
47000910378	Pacific Palms Recreation Club Limited	2,564	S M
47000978003	Merewether Golf Club Ltd	1,232	S M
47001042397	Albury Soldiers Sailors & Airmens Club Limited	20,000	M
47001057361	Wisemans Ferry Bowling Club Ltd	946	S
47001066708	Bondi Golf & Diggers Club Limited	800	S
47001067081	South Tweed Heads Bowls Club Limited	7,800	M
47001274004	Tathra Beach Country Club Limited	1,213	S M
47002722958	Hazelbrook Bowling & Sporting Club Co-operative Limited	805	S
47057965661	Coffs Harbour Rugby League Football Club Ltd	220	S
47585450297	Gosford City Bowling Club		S M
47864339707	Bowraville Recreation Club Co-operative Limited	480	S
48000177775	Alexandria - Erskinville Bowling Club Limited	1,800	S M
48000976894	Cabramatta Bowling & Recreation Club Ltd	7,755	M
48000997517	Cudal Bowling Club	302	S
48001007950	Towradgi Park Bowls & Recreation Club Limited	4,100	S M
48001024139	Eastern Suburbs Legion Club Ltd	1,660	S M
48001038357	Pambula Merimbula Golf Club Limited	2,928	S M
48001072313	Captains Flat RSL & Citizens Club Ltd	328	S
48001286228	Rockdale RSL Sub-branch Club Limited	3,200	S M
48001357071	Rich River Golf Club Limited	9,000	M
48306012969	Moruya Bowling & Recreation Club	2,257	S M
48495691513	South Cronulla Bowling & Recreation Club Limited	475	S
48902153131	Young Services & Citizens Co-operative Club Limited	5,838	M
49000078080	Belmore Bowling & Recreation Club Ltd	260	S
49000469385	Polish Club Limited	650	S
49000736685	Hakoah Club	6,370	M
49000952081	Cobar Bowling & Golf Club Ltd	2,578	S M
49000975646	Burwood RSL Club	55,247	L
49000980058	Forbes Services Memorial Club Limited	5,824	M
49001031876	Kempsey Macleay RSL Club	7,787	M
49001038740	Gallipoli Memorial Club	430	S
49001050442	Highlands Golf Club Ltd	634	S

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
49001056560	Lyndhurst Golf Club		S M
49001058180	Coomealla Memorial Sporting Club Limited	11,700	M
49002890422	Hellenic Club Limited	800	S
49010767574	Queanbeyan Golf Club Limited	1,275	S M
49056732391	Telegraph Point Sports & Recreation Club Limited	317	S
49795641877	Kurri Golf Club Limited	527	S
50000050091	Warrawee Bowling Club	360	S
50000243756	Macquarie Club (Dubbo) Ltd	950	S
50000361142	Lane Cove Country Club	765	S
50000554807	Nepean Rowing Club	5,000	S M
50000609450	West Pennant Hills Sports Club Ltd	10,000	M
50001020471	Belmont 16 Foot Sailing Club	29,483	M L
50001022091	Ashford Memorial Bowling Club Limited	465	S
50001030191	Delegate Country Club	124	S
50001040348	Lithgow City Bowling Club Limited trading as Club Lithgow	1,908	S M
50001063476	Corrimal Bowling Club Ltd	568	S
50001070766	Uralla Bowling & Recreation Club Ltd	1,000	S
50001077630	Singleton Rugby Club Limited	-	S
50506904724	Royal Prince Alfred Yacht Club Limited	1,986	S M
50639220087	Gilgandra Sporting Club	800	S
51000035521	Blackheath Golf Club Ltd	1,050	S M
51000303631	Diamond Bay Bowling Club Limited	206	S
51000645974	Barnwell Park Golf Club Limited	485	S
51000946047	Gloucester Soldiers Club Limited	1,200	S M
51001029018	Hawks Nest Golf Club Limited	2,800	S M
51001059436	Hillston Ex-Servicemen's & Citizens' Club Limited	800	S
51001071138	Roseville Returned Servicemens Memorial Club Ltd	1,350	S M
51001604502	Nambucca Leagues & Sports Club Ltd	825	S
51951016993	Hexham Bowling Club Co-operative Limited	5,871	M
52000218655	Parramatta Leagues Club	37,346	M L
52000398934	Rockdale Tennis Club	2,500	S M
52000964250	Miranda RSL Sub-Branch Club Limited	4,500	S M
52001020480	Dapto Leagues Club Ltd	20,700	M L

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
52001040357	Portland Golf Club Limited	150	S
52001059883	Mosman Lawn Tennis Club		S
52001061865	Boggabri RSL Memorial Club Ltd	720	S
52069232319	Kahibah Bowling Club Co-operative Limited	5,000	S M
53000016964	Avondale Golf Club Ltd	1,604	S M
53001003032	Ulong & District Ex-Servicemen's & Women's Memorial Club Ltd	315	S
53001024540	Royal Motor Yacht Club of NSW Limited (Port Hacking Branch)	3,000	S M
53001031894	Taree Leagues Sports Club Ltd	2,291	S M
53001057825	Tenterfield Golf Club Limited	900	S
53001671816	Kurnell Community Sports and Recreation Club Limited	669	S
53024831040	Toukley Golf Club Limited	1,005	S M
53089708341	Gunnedah Rugby Club Ltd	215	S
53221398626	Boorowa Recreation Club Co-operative Society Limited	532	S
53462956292	Mortdale RSL Community Club Limited	3,000	S M
54000012028	Neutral Bay Club	650	S
54000202826	Sharks at Kareela	23,334	M L
54000234800	Gymea Bowling & Recreation Club Limited	3,568	S M
54000817265	Mathoura District & Servicemen's Bowling Club Limited	1,053	S M
54000842375	Rooty Hill RSL Club	60,000	L
54000961008	St Georges Basin Country Club Ltd	12,680	M
54000990616	Chatswood Golf Club Limited	900	S
54001032266	Junee Ex-Services Memorial Club Ltd	2,800	S M
54001038320	Shortland Waters Golf Club Limited	719	S
54001059007	Husky Sports	1,685	S M
54002880346	Coffs Harbour Surf Life Saving Club Limited	1,469	S M
54349023257	Stockton Bowling Club Co-operative Limited	3,300	S M
54943635817	Wyong Race Club Limited		S M
54943635817	Wyong Race Club Limited	-	S M
55000020575	St George Motor Boat Club Limited	36,582	M L
55000244146	Avalon Beach Bowling & Recreation Club Limited	800	S
55000683689	Scone Aero Club		S M
55000705420	Nyngan Bowling Club Ltd	606	S
55000829489	Yamba Golf & Country Club Limited	4,200	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
55000953355	City Of Fairfield RSL Memorial Club Limited	19,500	M
55001037136	Leeton Soldiers Club Ltd	3,800	S M
55001043616	Goulburn & District Soldiers Club Limited	13,060	M
55001052526	Muswellbrook & District Workers Club Ltd	6,000	M
55001058644	Narrabeen R S L Memorial & Recreational Club Ltd	1,730	S M
55340335347	Woodenbong & District Golf Club	200	S
55817903679	Wallerawang Bowling Club Limited	592	S
56000144963	Casino Returned Servicemens Memorial Club Limited	7,000	M
56000904754	Slovene Association Sydney		S
56000967199	Canterbury Hurlstone Park RSL Club	30,726	M L
56000984145	Warilla Bowling & Recreation Club Limited	20,025	M L
56001005545	Fraternity Bowling & Recreation Club Ltd	14,000	M
56001040311	Club Harrington	2,000	S M
56001050095	Ballina Golf & Sports Club	2,000	S M
56001052973	Coolangatta & Tweed Heads Golf Club	4,500	S M
56001067116	Dungog & District Golf Club	123	S
56001454744	Austrian Club Sydney	420	S
56001538174	Orange Waratah Sports Club Ltd	3,200	S M
56002690815	Monaro Air Rifle Club		S
56041010533	Dundas Sports & Recreation Club Ltd	1,500	S M
56052223999	Burringbar District Sports Club Limited	300	S
56430538750	Penshurst RSL	6,366	M
57000249463	Eastlakes Sports Club Limited	298	S
57000578398	Penrith Rugby League Club Limited	127,912	X L
57000854544	Carnarvon Golf Club	2,500	S M
57001018515	Cabbage Tree Club Limited	2,000	S M
57001026679	Australian Club	2,300	S M
57001027489	Five Dock RSL Community Club Limited	13,900	M
57001046055	Coonamble Golf Club	263	S
57001264393	Czechoslovakian Country Club Limited	307	S
57919648976	Ellerston Club Limited	140	S
58000213374	South Sydney Junior Rugby League Club Limited	47,025	L
58000939604	Uralla Golf Club Limited	336	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
58000960216	East Maitland Bowling Club Ltd	21,500	M L
58001012844	Werris Creek Golf Club Ltd	190	S
58001029492	Illawarra Master Builders Club Limited	13,400	M
58001046939	Moama Bowling Club	23,000	M L
58001050040	Campsie South Bowling & Recreation Club Limited	400	S
58001052982	Brunswick Heads Bowling Club	1,830	S M
58001057469	Barmedman Bowling Club Ltd		S
58001067125	Dungog Memorial RSL Club Limited	950	S
58001471763	Coffs Harbour Yacht Club	1,984	S M
58001684804	Camden RSL Club Limited	6,350	M
58002645016	Manly Warringah Football Club	200	S
58051441420	Greek Com. Club	300	S
58546046552	Gulargambone Bowling Club Ltd	380	S
59000504110	Campbelltown Catholic Club Ltd	52,477	L
59000835923	East Cessnock Bowling Club	4,800	S M
59000968838	Avalon Beach RSL Club Ltd	4,400	S M
59000986658	Woodburn Evans Head RSL Club Ltd	3,800	S M
59000995568	Penrith RSL Club Limited	27,140	M L
59001046064	Wingham Golf Club Limited	934	S
59001058662	Figtree RSL Bowling Club	2,949	S M
59001063074	Manly Lawn Tennis Club		S
59001070364	Bulli Club Ltd	3,000	S M
59001071110	Corowa Golf Club Ltd	1,973	S M
59112321445	John Edmondson V C Memorial Club Limited	9,723	M
59261637731	Mayfield Bowling Club Co-operative Limited	610	S
60000051383	Beverley Park Golf Club Ltd	1,150	S M
60000196832	Club Marconi Limited	32,909	M L
60000528932	Bathurst Aero Club Limited		S
60000784967	Tottenham Golf Club Limited	160	S
60000922592	Bingara Sporting Club Limited	550	S
60000955877	Wakool Services Club Ltd	425	S
60001007183	Werris Creek Bowling & Tennis Club Limited	850	S
60001059098	The Binalong Community Club Ltd	300	S

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
60001066388	Lockhart Bowling Club Ltd	114	S
60001276562	Mungindi Golf Club Limited		S
60001335244	Tooleybuc Sporting Club Limited	2,000	S M
61000913244	Greenwell Point Bowling & Sports Club Ltd	1,840	S M
61000979377	Armidale Ex-Services Memorial Club Limited	8,603	M
61000990269	Toukley RSL Sub-Branch Club Limited	14,000	M
61000994767	Mullumbimby Ex-Services Club	3,062	S M
61001002759	Gloucester Country Club Ltd	647	S
61001026633	Walcha Golf Club Limited	196	S
61001042833	Twin Towns Services Club Limited	41,003	L
61001053363	Junee Golf Club Ltd		S
61001058671	Barellan & District War Memorial Club	630	S
61001084591	Bankstown RSL Club Ltd	17,000	M
61003935877	Serbian Cultural Club Incorporated	-	S M
61200799714	South Grafton District Ex-Servicemen's Club Limited	2,604	S M
61541341583	Peak Hill Bowling Club Co-operative Limited	900	S
61990713800	Dora Creek & District Workers Co-operative Club Limited	4	S
62000085423	Castle Hill Country Club Ltd	1,590	S M
62000164803	Olds Park Sports Club	744	S
62000949342	Culburra Bowling & Recreation Club	5,450	M
62001001074	Club Tumut	2,042	S M
62001034359	Broken Hill Musicians Club Ltd	4,677	S M
62001040839	Ballina RSL Club Limited	37,000	M L
62001043205	Byron Bay Golf Club	1,000	S
62001060215	Gooloogong Country Club Limited	210	S
62611380419	Castle Hill Bowling Club Ltd	600	S
62661203854	Dorrigo Golf Club Pty Ltd		S
62752098512	Rathmines Memorial Bowling Club Co-operative Limited	925	S
63000024224	Mona Vale Golf Club	1,360	S M
63000249490	Eastern Suburbs Leagues Club Ltd	55,631	L
63000346690	Arncliffe Scots Sports & Social Club Limited	1,400	S M
63000471803	Casino Golf Club	2,160	S M
63000926661	Smithfield RSL	20,000	M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
63000961928	Bulahdelah Bowling Club Ltd	893	S
63000994776	Moss Vale Services Club Limited	3,800	S M
63001025896	Coledale R S L Club Ltd	656	S
63001042842	City of Wollongong Tennis Club	1,500	S M
63001045272	Bellbird Park Bowling Club Limited	124	S
63001071192	Petersham Bowling Club Limited		M
63085849902	Granville Diggers	5,401	M
63626803661	Leura Golf Club	593	S
64000012073	Narrandera Bowling & Recreation Club Limited	468	S
64000488077	Kemps Creek Sporting & Bowling Club Ltd	5,000	S M
64000703462	Gosford Sailing Club Ltd	7,500	M
64000882931	Karuah & District RSL Club Limited	5,300	M
64000897138	Goulburn Golf Club Ltd	850	S
64000912005	Maitland City Bowls, Sports & Rec Club	8,881	M
64001052124	Narrandera Golf Club Limited	650	S
64001811105	Spring Ridge Country Club Limited		S
64383657304	Coonabarabran Bowling Club Co-operative Limited	1,099	S M
64894487352	Blayney Golf Club	124	S
65000019885	Lakes Golf Club Limited	1,156	S M
65000030777	Orange Golf Club Ltd	1,084	S M
65000430491	Western Suburbs Soccer, Sports & Community Club Limited	20,300	M L
65000862680	Seven Hills Toongabbie RSL Club Ltd	45,644	L
65000919817	Forster Tuncurry Memorial Services Club Limited	13,000	M
65000995595	Club Lake Cathie	1,209	S M
65001004397	Trangie Bowling Club Limited	330	S
65001017741	Trundle Services & Citizens Club Ltd	445	S
65001028271	Rylstone Club Limited	743	S
65001029518	Baradine Bowling and Sporting Club Limited	491	S
65001053381	Ganmain & District Sports Club Limited	273	S
65001888151	Pottsville District Bowls & Sports Club Limited	2,990	S M
65053198599	Weston District Workers' Co-operative Limited	3,134	S M
65261562336	Swansea Workers Co-Op Club Ltd	5,400	M
65615426787	Club Arncliffe Limited	335	S

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
65823421682	St Johns Park Bowling Club Ltd	33,188	M L
66000005229	New South Wales Leagues Club	511	S
66000031970	Killara Lawn Tennis Club Limited		S M
66000223503	Eastwood Club Limited	501	S
66000378736	Sokol Sydney Gymnastic Association Limited		S
66000908476	Hills District Memorial Club Limited	3,200	S M
66000965560	Merimbula RSL Club Limited	7,242	M
66000967180	Berowra R.S.L. Club Limited	1,671	S M
66001002339	Coogee Diggers	9,000	M
66001023847	Nelson Bay Golf Club	6,895	M
66001031947	Bathurst RSL Club Limited	13,600	M
66001034313	South Broken Hill Golf Club	196	S
66001034377	Wilcannia Golf Club Ltd	562	S
66001068408	Lithgow & District Workmen's Club Ltd	10,225	M
66002084148	Queanbeyan Australian Football Club Ltd	4,500	S M
66454834059	Antill Park Country Club Limited	600	S
67000001178	Strathfield Recreation Club Limited	765	S
67000065190	Stonecutters Ridge Golf Club	2,348	S M
67000110976	Carlingford Bowling, Sports & Recreation Club	5,248	M
67000114152	Marrickville Golf Club Ltd	720	S
67000126750	Muirfield Golf Club Ltd	1,157	S M
67000485218	Austral Bowling Club Limited	1,491	S M
67000994794	EBP RSL	12,812	M
67001003596	Goulburn Workers Club	13,134	M
67001023409	Hat Head Bowling & Recreation Club Limited	997	S
67001045727	Smithtown Sport and Recreation Club Limited	261	S
67002559266	Bardwell Valley Golf Club	740	S
68000023058	Ryde - Parramatta Golf Club Limited	1,250	S M
68000106936	Turrumurra Bowling Club Limited	1,400	S M
68000361660	Club Central Hurstville	54,608	L
68000537057	The Middle Harbour 16ft Skiff Sailing Club	1,250	S M
68000908485	Club Mulwala	9,800	M
68001009212	Wauchope RSL Club Ltd	4,994	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
68001035132	Quandialla Bowling Club Limited	80	S
68001050586	Taree Aquatic Club Ltd	6,000	M
68001060242	Mullumbimby Golf Club Ltd	400	S
68001063994	Alstonville Plateau Bowls and Sports Club Ltd	1,700	S M
68001068417	Gulgong Bowling & Sporting Club	1,340	S M
68732383565	Caragabal Country Golf Club Limited		S
69000154736	Western Suburbs Leagues Club Limited	30,000	M L
69000526910	Wentworth Falls Country Club Limited	1,450	S M
69000820119	Collegians Rugby League Football Club Ltd	30,663	M L
69000985008	Doyalson Wyee RSL Club Limited	33,600	M L
69001027916	Bermagui Country Club	1,100	S M
69001068864	Shellharbour Workers Club Ltd	27,698	M L
69001069674	Mittagong RSL Club	18,468	M
69001073276	Red Rock Bowling & Recreation Club Limited	600	S
69003029810	Russell Vale Golf & Social Club Limited	660	S
69005560293	Campbelltown City Bowling Club Co-Operative Limited	1,166	S M
69355289533	Oatley RSL & Community Club Limited	3,500	S M
70000208195	Mona Vale Bowling Club	225	S
70000304585	Guildford Rugby League Football & Recreation Club Ltd	9,519	M
70000484800	North Epping Bowling & Community Club	400	S
70000487230	Sydney Flying Squadron Ltd	1,200	S M
70000991999	Barraba Bowling Club Ltd	310	S
70000998863	Cabarita Beach Sports Club	6,000	M
70001015701	Bowlers Club of NSW Ltd	7,650	M
70001038008	Newcastle Club Limited	1,040	S M
70001040811	Royal Motor Yacht Club Broken Bay, New South Wales	3,000	S M
70001041621	Boorowa Ex-Services & Citizens Club Ltd	1,100	S M
70001044051	Bellata Golf Club Ltd	244	S
70001066806	Trangie United Services Memorial Club Limited	400	S
71000017407	Hellenic Club Limited	800	S
71000090755	Hay Bowling & Golf Club	900	S
71000620431	Shoalhaven Heads Bowling & Recreation Club Limited	3,200	S M
71000775664	The Rock Memorial Bowling Club Limited	750	S

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
71001029545	Briars Sports	1,400	S M
71001039265	Walla Walla Bowling & Recreation Club Limited	285	S
71001053845	Narrabri Bowling Club Ltd	2,691	S M
71001056211	Port Macquarie City Bowling Club Limited	16,500	M
71001059963	Warialda Golf & Bowling Club Limited	500	S
71001063565	Stroud & District Country Club Ltd	369	S
71001065185	Oaklands RSL Bowling Club Ltd	257	S
71292787361	Club Cronulla	1,800	S M
71430598633	Narromine Aero Club	245	S
72000101646	Liverpool Golf Club	770	S
72000583693	Yarra Bay 16Ft Skiff Sailing Club Limited	2,000	S M
72000876988	Khancoban Country Club	425	S
72000919406	Lismore & District Workers Club Limited	16,376	M
72001040820	Royal Motor Yacht Club of NSW Limited	1,500	S M
72001057905	Sussex Inlet Bowling Club	3,200	S M
72002500003	Iluka Golf Club Limited	518	S
72064201029	Newcastle Cruising Yacht Club Limited	1,000	S
72270024939	Bundeena Bowling & Sports Club Co-operative Limited	715	S
72990041149	Windsor Bowling Club Co-operative Limited	250	S
73000425294	Club Ashfield	3,581	S M
73000996878	Penrith Bowling & Recreation Club Limited	3,089	S M
73001038400	Diggers The Entrance	22,000	M L
73001050102	Brewarrina RSL Club	650	S
73001059972	Seaforth Bowling Club Ltd	208	S
73001062764	Tumbarumba Bowling Club Limited	354	S
73001364905	Lake Conjola District Bowling Club Limited	1,900	S M
73002320630	Mulwala Water Ski Club Ltd	6,700	M
73073954346	Sussex Inlet Golf Club Limited	350	S
73966516577	Marks Point Bowling Club Limited	850	S
74000005265	Bonnie Doon Golf Club Ltd	1,360	S M
74000386872	Windsor Country Golf Club Limited	717	S
74000856299	Peak Hill Ex-Services & Citizens Club Ltd	900	S
74000951879	Albury Club Limited	562	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
74000991953	Canowindra Services & Citizens Club Limited	761	S
74335590145	Newport Bowling Club	228	S
75000060355	Cabramatta Golf Club Ltd	911	S
75000122789	Harbord Bowling & Recreation Club Ltd	1,984	S M
75000290406	Riverwood Sports and Recreation Club	586	S
75000910056	Yerong Creek Bowling Club Limited	275	S
75000964849	Central Leagues Club	15,000	M
75001022699	North Ryde RSL Community Club Ltd	23,089	M L
75001032355	Kogarah RSL Club Ltd	4,312	S M
75656700928	P.T. Bowling & Community Club Limited	750	S
76000021410	Roseville Golf Club Limited	1,260	S M
76000100854	Port Macquarie Golf Club Limited	3,000	S M
76001055045	Temora Ex-Services Memorial Club Limited	2,970	S M
76001071245	Coro Club Limited	3,650	S M
76001263663	Windsor Leagues Club Ltd	9,193	M
76003000217	Shoalhaven Heads Golf Club Ltd	613	S
76076664689	Cooma Country Club Limited	612	S
77000052200	Wollstonecraft Bowling Club Limited	150	S
77000117064	Temora Bowling & Recreation Club Ltd	725	S
77000142174	South Coogee Bowling Club Ltd	300	S
77000151020	St George Leagues Club Limited	27,000	M L
77000191659	Coronation Club Limited	3,214	S M
77000431792	Ryde Eastwood Leagues Club Limited	39,500	M L
77000518089	St Marys Rugby League Club Ltd	45,868	L
77001033110	Urunga Bowling Club Limited	2,200	S M
77001067205	Tathra Beach Bowling Club Limited	1,547	S M
77001068079	Toronto RSL Memorial Club Limited	5,500	M
77002961444	Bundarra Sports and Recreation Club Ltd	290	S
77151071564	Tura Beach Country Club	3,303	S M
77504930503	Woodburn Evans Head Golf Club Limited	217	S
78000089172	Willoughby Park Bowling Bocce & Recreation Club Ltd	150	S
78000348809	Club Condell Park	10,780	M
78000874073	Liverpool Catholic Club	57,198	L

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
78000928343	Silver City Workingmen's Club Ltd	1,500	S M
78000951897	Dungog Memorial Bowls, Sport & Recreation Club	600	S
78000989168	Heaton Birmingham Gardens Bowling Club	500	S
78001049832	Abermain Bowling & Recreation Club Limited	1,055	S M
78001057932	Portland RSL Sport Recreation Club Ltd	950	S
78001061534	Sawtell Golf Club Ltd	629	S
78001062344	Harden District Bowling Club	316	S
78001066842	Mendooran Bowling Club Ltd	161	S
78001289603	Talbingo Country Club Ltd	450	S
78001633469	Clarence Town Bowling, Sport and Recreation Club Limited	542	S
78002525215	Euston Bowling & Recreation Club Limited	5,824	M
78003579548	Dalmacija Sydney Croatian Club	400	S
78177416970	Wooli Bowling & Recreation Club Co-operative Limited	800	S
78778596486	Lidcombe Bowling Club Ltd	300	S
79000003289	NSW Masonic Club	1,832	S M
79000006913	Mosman Bowling Club	191	S
79000114643	Kempsey Golf Club	327	S
79001028771	Club on East	5,326	M
79001044971	Batemans Bay Soldiers Club Ltd	10,400	M
79002470582	Nambucca Heads Island Golf Club	1,331	S M
79002718069	Latvian Relief Society of Australia Daugavas Vanagi Inc		S
79637030140	Whitton Bowling & Recreation Club Limited	220	S
79672635185	Bodalla Bowling & Recreation Club Limited	878	S
79683145907	Kembla Heights Bowls & Recreation Club Limited	267	S
80000005729	New South Wales Gun Club Limited	400	S
80000277538	Eastern Suburbs District Rugby Union Football Club	500	S
80000411923	Club Rivers	13,500	M
80000966870	Cammeray Golf Club Limited	749	S
80000976590	Hunters Hill Club	2,400	S M
80001034813	Murwillumbah Golf Club	2,315	S M
80001054253	The Queen's Club Ltd	1,555	S M
80001057941	Town & Country Club Limited	330	S
80001067661	Crookwell Services Club Ltd	1,190	S M

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
80001072073	Woonona Bowling & Rec Club	1,201	S M
80567117181	Bankstown Polish Club Co-operative Limited	350	S
81000164947	Muree Golf Club Limited	2,460	S M
81000331359	Coffs Harbour Golf Club	1,250	S M
81000845358	Shoalhaven Ex Servicemens Sports Club	12,827	M
81000926358	Merrylands RSL Club Ltd	75,634	L
81000981886	Coraki & District Memorial Bowling Club Ltd	255	S
81001039747	Asquith Bowling and Recreation Club	3,500	S M
81001045790	Junee Bowling Club Ltd	316	S
81001059187	Spanish Club Limited	3,000	S M
81001065667	Walgett RSL Memorial Club Ltd	1,000	S
81001662648	Mingara Recreation Club	64,043	L
81148157288	Australian Turf Club Limited		M
81148157288	Rosehill Bowling Club	1,945	S M
81213011418	Tenterfield Bowling Club Limited	1,500	S M
81337466142	Coonabarabran Golf Club	731	S
82000208686	Gladesville Bowling & Sports Club Limited	3,800	S M
82000995602	Mayfield Ex Services Club Ltd	14,000	M
82000997286	Club Narooma	4,800	S M
82001012504	Geurie Bowling Club Ltd	230	S
82001026722	Urana Lawn Tennis Club Ltd		S
82001052642	Swansea RSL Club Ltd	8,395	M
82001064419	Ashfield RSL Sub-Branch Club Limited	7,000	M
82001068917	Bellambi Bowling Recreation & Sports Club Ltd	1,147	S M
82001229670	Gerroa Boat Fishermans Club	2,000	S M
82419652979	Alder Park Sports Club Co-operative Ltd	1,015	S M
82550665026	Bribbaree Services & Citizens Bowling Club Co-operative Ltd	78	S
82572420622	Branxton Golf Club Co-operative Limited	650	S
83000006931	Concord Golf Club	1,413	S M
83000638380	Wakehurst Golf Club Limited	1,162	S M
83000701922	Emu Plains Sporting & Recreation Club Ltd	2,755	S M
83000872033	Corrimal RSL Memorial Club Ltd	5,000	S M
83001036068	Central Coast Leagues Club	44,000	L

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
83001066486	Sawtell RSL Club Limited	7,484	M
83003101504	Grawin Opal Miners Sports & Recreation Club Limited	673	S
83251647595	Soldiers Point Bowling Club Limited	6,718	M
83552546261	Merriwa Sports Club	498	S
83626312464	Water Board Bowling Club	900	S
83631304596	Royal Motor Yacht Club Toronto	2,000	S M
84000083081	Camden Golf Club Ltd	4,000	S M
84000169826	Springwood Country Club Ltd	1,300	S M
84000191248	Canterbury League Club Ltd	65,727	L
84000389784	Hillsdale Bowling & Recreation Club	250	S
84000724676	Ocean Shores Country Club	3,060	S M
84000836840	Henry Lawson Club	4,000	S M
84001039318	Castlecove Country Club	310	S
84001052651	West Wallsend Workers Club Ltd	2,195	S M
84001062808	Lowlands Bowling Club Ltd	1,052	S M
84001068926	Scarborough - Wombarra Bowling & Recreation Club Limited	90	S
84001088302	Tocumwal Golf Club Limited	2,203	S M
84001383142	Tomakin Sports & Social Club Limited	8,582	M
84001394109	Coleambally Community Club Ltd	786	S
84564200303	Paddington/Woolahra RSL Memorial & Community Club Co-op Limited	4,000	S M
84570698446	Lemon Tree Passage Bowling Club Co-operative Limited	2,776	S M
85000014219	Warringah Bowling Club Limited	497	S
85000193251	Manly Warringah Rugby League Club Limited	15,600	M
85000213927	Bronte Bowling Club	70	S
85000413187	Mosman Rowers	550	S
85000903248	Scone R.S.L. Club Limited	3,532	S M
85000919086	Walgett District Sporting Club Ltd	750	S
85000964009	Bulahdelah Golf Club Ltd	466	S
85000980209	Dubbo Golf Club Ltd	1,100	S M
85001011329	Broadwater Bowling Club	200	S
85001030780	Ettalong Memorial Bowling Club Limited	7,100	M
85001039765	Mangrove Mountain Memorial Club Limited	1,250	S M
85001052277	Dunedoo Bowling Club	279	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
85001055901	Club Tweed	23,152	M L
85001056775	Club Scotts	1,086	S M
85001057585	Ryde X Services Club	3,787	S M
85001066495	Club Bowral	878	S
85001073721	Urbenville & District Bowling Club Ltd	123	S
85002350281	Mullumbimby Rugby League Football Club	519	S
85002498160	Karuah & District Golf Club Limited	130	S
85055077247	Valentine Bowling Club Ltd	3,035	S M
85071145287	Nelson Bay Bowling & Recreation Club	7,000	M
85543471985	Ungarie Bowling Co-operative	123	S
85995635462	Highfields Azzurri Sports Club Co-operative Limited	503	S
86000196501	Everglades Country Club	9,000	M
86000715775	Macksville Country Club Limited	580	S
86000949066	Kyogle Golf Club Ltd	290	S
86001017894	Oak Flats Bowling & Recreation Club Limited	19,800	M
86001028360	Fairy Meadow Bowling Club	600	S
86001037707	Crescent Head Country Club	3,015	S M
86001040062	Merewether Bowling Club	396	S
86001043750	Denilquin Golf Club Limited	707	S
86001052660	Coraki Golf Club Ltd	281	S
86001054717	Manilla Bowling Club	820	S
86001062380	Bexley RSL & Community Club Limited	3,000	S M
86001064437	Club Redfern	850	S
86001855456	South Tamworth Bowling Club Ltd	3,300	S M
86002501313	The Entrance Leagues Club Limited	17,000	M
86465973118	West Pymble Bicentennial Club Ltd	850	S
86678526412	Maclean & District Bowling Club Co-operative Limited	3,000	S M
87000298699	South Sydney Graphic Arts Club Limited	3,700	S M
87000811290	Windsor RSL Club Ltd	14,369	M
87000889136	Gallipoli Legion Club Newcastle Limited	1,173	S M
87001027176	Cronulla R S L Memorial Club Ltd	33,005	M L
87001041756	Narromine United Services Memorial Club Limited	1,549	S M
87001051412	Rosewood Golf Club Limited	143	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
87001057594	Bondi Junction-Waverley RSL Sub-Branch Club Limited	5,400	M
87001060322	North Beach Recreation & Bowling Club	1,400	S M
87050058118	Rockdale Businessmen's Club Limited	674	S
87073065817	Dangar Island Bowling Club	150	S
87081616113	Newcastle United Sports Club	-	S M
87382047456	Merrylands Bowling Club	25,800	M L
88000243916	Bankstown Sports Club	115,780	X L
88001011721	Woronora River RSL & Citizens Club Ltd	550	S
88001041318	Greta Workers Sports & Recreation Club Limited	1,900	S M
89000020280	Bankstown Golf Club	800	S
89000391346	Auburn Soccer Sports Club Ltd	5,000	S M
89000412331	Croatian Club Limited	2,074	S M
89001033601	North Bondi RSL Club Ltd	8,000	M
89001064008	Merimbula-Imlay Bowling Club Limited	8,200	M
89056438530	Cudgen Headland Surf Life Saving Club Limited	2,500	S M
89572212721	St Ives Bowling & Recreation Club Limited	578	S
89695925150	Coonabarabran Club Co-operative Limited		S
90000858364	Milton Ulladulla Ex-Servos Club Limited	15,155	M
90000951002	Molong Bowling Club Ltd	297	S
90000999379	Cootamundra Country Club Ltd	941	S
90001039345	CTA Business Club	2,500	S M
90001041327	Grafton District Services Club Ltd	8,000	M
90001054735	Narrandera Ex Servicemen's Club Limited	1,485	S M
90002762610	Illawarra District Rugby League Football Club Limited	6,994	M
90738525905	Georges River 16ft Sailing Club Co-Operative Limited	-	S M
91000396663	Maroubra Seals Sports & Community Club Limited	10,000	M
91000805265	Lake Macquarie Yacht Club	1,800	S M
91000966978	Engadine RSL & Citizens Club Ltd	10,255	M
91000968598	Inverell Golf Club	285	S
91000970516	Glen Innes & District Services Club Limited	253	S
91001017410	Urana Bowling Club Ltd	154	S
91001329335	North Star Sporting Club	160	S
91002417165	Lansdowne Bowling & Recreation Club Limited	320	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
91505907215	Redhead Bowling Club Co-operative Limited	1,283	S M
92000021983	Emus Rugby Club	-	S
92000147544	North Sydney Leagues Club Limited	42,658	L
92000148354	Chatswood Club Ltd	220	S
92000957193	Condong Bowling Club Ltd	500	S
92000977891	Wellington Soldiers Memorial Club Limited	2,700	S M
92001023516	Howlong Country Golf Club Ltd	5,566	M
92001036924	Lockhart Ex-Servicemen's Club Limited	828	S
92001050246	Finley Returned Soldiers Club Ltd	1,458	S M
92001054744	Walcha Bowling & Recreation Club Limited	557	S
92001062844	Bowraville & District Ex-Services Club Limited	700	S
92001065210	Lightning Ridge District Bowling Club Ltd	2,900	S M
92001068962	The Bundanoon Club Limited	990	S
92001074184	Balgowlah RSL Memorial Club	10,700	M
92048107466	Singleton Bowling Club Co-operative Limited	3,058	S M
92147646638	The Hills District Bowling Club Ltd	4,730	S M
93000634364	Concordia Club Ltd	777	S
93000830384	Hardy's Bay RSL & Citizens Club Limited	800	S
93000952705	Bomaderry Bowling Club	9,905	M
93000979073	Wingham Sporties	350	S
93001011365	Woodstock Bowling, Sport and Recreation Club Limited	145	S
93001038991	BALRANALD DISTRICT EX-SERVICES MEMORIAL CLUB LIMITED	1,109	S M
93423499875	Griffith Golf Club Co-operative Society Limited	630	S
94000048797	Double Bay Bowling Club	248	S
94000852200	Moree Golf Club Limited	2,000	S M
94000981939	Murrurundi Bowling Club	400	S
94001002017	Forbes Sports & Recreation Club	780	S
94001041345	Braidwood Servicemen's Club Limited	1,303	S M
94001048273	Taree Railway Institute Bowling Club Limited	932	S
94001050255	Bombala RSL Club	1,377	S M
94001068971	Macarthur FC Sport & Recreation Club Limited		M
94060243775	Windale Gateshead Bowling Club	1,987	S M
94136014626	Deniliquin RSL Bowling Club		S M

Legend  Small  Small-Medium  Medium  Medium-Large  Large  Extra-large

ABN	Licensee	Members	Group
94742801454	Wangi Bowling Club Co-operative Limited	280	S
95000014200	Australian Golf Club Limited	1,240	S M
95000248877	Middle Harbour Yacht Club	1,500	S M
95000856388	Quirindi RSL Sub-Branch Club Limited	2,300	S M
95000963244	Dooleys Lidcombe Catholic Club	87,690	X L
95001047025	Merriwa RSL Club Ltd	1,010	S M
95001061605	Collarenebri Club Limited	309	S
95002493398	Frederickton Golf Club	291	S
95002558198	Bonnyrigg Sports Club	2,500	S M
95011947373	Parkes Railway Institute Bowling Club Limited	326	S
95170081260	Roseville Lawn Tennis Club		S M
96000129742	Padstow Bowling & Recreation Club	1,300	S M
96000186005	Massey Park Golf Club Ltd	1,658	S M
96000934083	Willow Tree Bowling Club Limited		S
96000936961	Tumut Golf Club Limited	1,000	S
96000964938	The Epping Club Limited	19,372	M
96000991604	Molong RSL Club Ltd	600	S
96001036942	Ivanhoe RSL Club Ltd	350	S
96001039809	Five Dock Bowling Club Limited	14,000	M
96001050264	Eugowra Community Bowls and Recreation Club Limited	299	S
96001757491	Barooga Sports Club Ltd	8,315	M
96042134215	Cooma Golf Club	266	S
96118474657	Parkes Golf Club Co-operative Limited	271	S
96570546053	Monash Country Club	1,140	S M
96744536639	Engadine Bowling & Recreation Club Ltd	8,089	M
97000055658	Woy Woy Bowling Club Limited	1,000	S
97000193742	Grandviews Bowling & Recreation Club	3,200	S M
97000951913	Terrigal Bowling Club Limited	2,782	S M
97001011383	Club Bega	4,207	S M
97001017938	Bangalow Bowling & Sports Club Ltd	300	S
97001036504	Armidale City Bowling Club	5,500	M
97001045478	Gordon Golf Club Ltd	1,000	S
97001063234	Croppa Creek Bowling Club Ltd	117	S

Legend S Small S M Small-Medium M Medium M L Medium-Large L Large X L Extra-large

ABN	Licensee	Members	Group
97001490179	Byron Bay Services Club	5,050	M
97002474713	Penrith Gaels Cultural & Sporting Association Limited	4,050	S M
97955329845	Ariah Park Bowling & Recreation Club Limited	300	S
98000017587	Pymble Golf Club Ltd	1,580	S M
98000458622	Mt Pritchard & District Community Club Limited (Trading as Mounties)	172,741	X L
98000954790	Gresford Bowling Club Ltd	502	S
98001051083	Lake Cargelligo Sports Club	370	S
98001062871	Henty Community Club Ltd	419	S
98001063681	YENDA DIGGERS CLUB LTD	600	S
98001068104	Club Old Bar	4,000	S M
98001068168	Robertson Bowling Club Limited	567	S
98001070971	Goolgowi Ex-Servicemens Memorial Club Limited	277	S
98063043558	Bondi Bowling Club Co-operative Ltd	930	S
98117562045	Edgeworth Bowling Club Co-operative Limited	2,760	S M
98155304481	Gilgandra Services Club	1,962	S M
99000037847	Eastlake Golf Club Limited	800	S
99000083143	Randwick Golf Club Ltd	1,033	S M
99000872542	The Royal Sydney Golf Limited	5,884	M
99000972172	Coonamble Bowling Club	1,660	S M
99001002482	Warren Golf Club Ltd	516	S
99001011392	Ettalong Diggers	26,649	M L
99001023169	Moulamein Bowling Club Ltd	500	S
99001044677	Mudgee Soldiers Club Limited	6,500	M
99001060813	Inverell East Bowling Club Ltd	1,500	S M
99001066995	Waradgery Club Limited	160	S
99001462648	Oberon Rugby Football Club Limited	550	S
99546586347	Pacific Palms Bowling Club Limited	1,100	S M

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