Independent inquiry into
the future of the ACT clubs industry
actclubsinquiry@thinkplace.com.au
22 November 2025

Dear Secretariat,

Please find attached ClubsACT's formal submission to the *Independent Inquiry into the Future of the ACT Clubs Industry*, titled: ***"Securing the Future of Canberra's Clubs: A Transition Strategy for Community, Workforce, and Wellbeing."***

To assist the Panel, we have also prepared a supplementary submission titled "**Canberra Clubs Policy: Government Club Policy Failures 2015 – 2025".** We have also attached relevant appendix documents as referred in the submissions.

These submissions have been endorsed by the ClubsACT Board and Members and represent the collective position of the Territory's licensed community clubs. They respond to all elements of the Terms of Reference and provides detailed analysis, evidence, and recommendations to support a sustainable, community-centred future for the club sector.

Should the Panel require clarification, supplementary material, or wish to consult further with ClubsACT, we are available at any time.

Thank you for the opportunity to contribute to this important process.

Kind Regards



Craig Shannon
Chief Executive Officer | ClubsACT
(02) 6273 4694 | 0438 4444 67

16 National Circuit BARTON ACT 2600 • PO Box 4579 KINGSTON ACT 2604 AUSTRALIA
T: +61 6273 4694 • M: +61 438444467 • E: ceo@clubsact.com.au • W: www.clubsact.com.au