



GolfAustralia

Vision 2018 The Future of Junior Golf in Australia

Implementation Plan



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02

Introduction

Golf enjoys high overall participation figures with over one million Australians playing the game. However, a relatively small number of juniors play golf, with juniors accounting for about 7% of club members. The development of 'Vision 2018, The Future of Junior Golf in Australia' will provide a strategic focus aimed at increasing the number of junior golfers involved in the various forms of participation.

In Australia there are many delivery organisations and national and state bodies that are involved in the governance and development of the game. It is ideal that each organisation works closely together in order to achieve a unified, nationally coordinated approach to junior golf for the efficient use of resources and to increase golf's participation base.

'Vision 2018, The Future of Junior Golf in Australia' sets out a vision for the future of Junior Golf in Australia for the next ten years. It aims to guide the development of the game and encourage growth in a way that is sustainable for clubs, associations, foundations and facilities. It also provides a comprehensive and integrated strategy to achieve the following vision:

To be a leading nation in attracting, engaging and retaining junior golfers.

Junior golf will achieve this vision by increasing PARTICIPATION through the provision of programs delivered by PEOPLE working in PARTNERSHIP and by providing appropriate RESOURCES and SUPPORT to ensure SUCCESS.

The strategic framework addresses the following areas:

- **INCREASE PARTICIPATION**
Increase entry level points for juniors to experience golf in a positive and enjoyable environment; allowing them to continue playing by providing them with greater opportunities and pathways for development and lifelong involvement.
- **PEOPLE AND PARTNERSHIPS**
Engaging and maintaining people through quality experience and education, and provide integrated partnerships that achieve a unified approach to junior golf.
- **RESOURCING AND SUPPORT**
To support the management and delivery of golf by providing support and encouraging industry best practice resources.

While Vision 2018, the Future of Junior Golf in Australia' sets out the long term vision for golf in Australia it should not be seen as a static document. One of the key platforms of the strategy is the formation of the Australian Junior Golf Advisory Board (AJGAB) to strategically manage and own this strategy.

This will enable all stakeholders to provide relevant and timely information about junior golf to the AJGAB and to enable them to be involved in updating and setting the strategies and implementation priorities. This flexibility will enable the strategy to be responsive to evolving and changing priorities while still providing a co-ordinated action and strategic framework that can fulfil golf's long term vision for junior golf.



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03 A Clear Focus

Vision

To be a leading nation in attracting, engaging and retaining junior golfers.

Mission

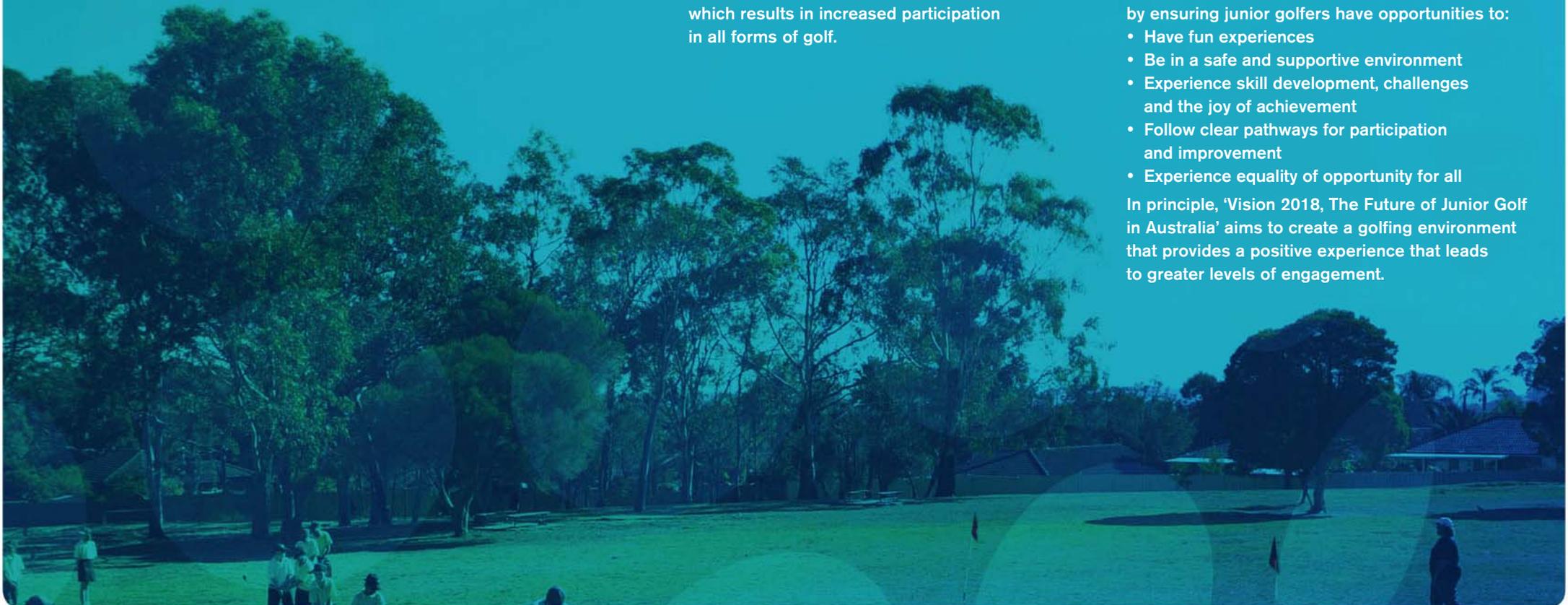
To provide high quality golf experiences for young people which attract and engage juniors and provide an opportunity for development which results in increased participation in all forms of golf.

Key Principles

A number of factors create or encourage barriers for juniors taking part in golf. In recognising this, it is important to provide positive environments by ensuring junior golfers have opportunities to:

- Have fun experiences
- Be in a safe and supportive environment
- Experience skill development, challenges and the joy of achievement
- Follow clear pathways for participation and improvement
- Experience equality of opportunity for all

In principle, 'Vision 2018, The Future of Junior Golf in Australia' aims to create a golfing environment that provides a positive experience that leads to greater levels of engagement.





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Increase Participation

Providing junior golfers with greater opportunities and pathways for development and lifelong involvement.

05 Increase Participation

Increase entry level points for juniors to experience golf in a positive and enjoyable environment; allowing them to continue playing by providing them with greater opportunities and pathways for development and lifelong involvement.

Getting young people active is important because it is an integral component of a healthy lifestyle. Golf provides an opportunity to develop physical, social and emotional abilities and therefore should be accessible to all young people. A wide variety of skills and abilities developed in golf transfer to non-athletic careers and golf provides positive social aspects such as community pride, identity, and leisure.

It is important that juniors are provided with a simple and fun introduction to the game by all program deliverers. This should lead to accessible and affordable quality offerings from clubs that provide a junior friendly environment.

Marginalisation can occur on the basis of disability, ethnicity, gender, sexuality, geographical location, indigenous background, social class, socio-economic status and playing ability. Recognising the difficulties from the perspective of young people, and the restrictions they have on being involved, allows golf to meet the challenge of all young people having the fundamental right to participate.

Golf clubs are the long term beneficiary of a junior golf program and need support and resources to be able to facilitate the transfer into adult membership. Many junior golfers do not participate within the golf club environment due to many barriers and constraints. These need to be broken down if junior golf is to succeed in Australia.



INCREASE PARTICIPATION – ATTRACTING

Strategic Focus			Key Performance Measures			
Attract more juniors and target under represented groups			<ul style="list-style-type: none"> • Number of schools involved • Number of students participating • Number of clubs meeting junior golf development standards • Number of juniors trying golf 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
1.1	Develop and coordinate delivery of a national school program	1.1.1	Revise the schools program strategy	2008	States	
		1.1.2	Develop teachers guides on 'how to use' golf for Physical Education curriculum	2008	States, Ed. Department	
		1.1.3	Develop teachers guides on 'how to use' golf for non Physical Education curriculum based subjects (eg maths, science, etc)	2008	States, Ed. Department	
		1.1.4	Assist all golf providers to deliver the national schools program	2008-ongoing	States, clubs	
		1.1.5	Establish a marketing campaign to promote schools program	2009	States, school networks	
		1.1.6	Ensure that development pathways are identified and clear	2008 - ongoing	States	
		1.1.7	Partner with the ASC, Health and sporting organisations to maximise the impact and uptake of the Program including the AASC program	2009 - ongoing		
1.2	Develop standards for clubs and facilities that encourage more juniors to try golf.	1.2.1	Develop program standards and manuals to assist clubs and facilities to promote and provide junior programs to attract junior golfers initially	2008	States, PGA, clubs	
		1.2.2	Seek funding opportunities to support regional clusters of schools and clubs	2010	States	

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INCREASE PARTICIPATION – ATTRACTING (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
1.2	Develop standards for clubs and facilities that encourage more juniors to try golf	1.2.3	Promote the national junior golf activities as part of the National Day of Golf to have access to local facilities to 'come and try'	2008-ongoing	States	
		1.2.4	Develop junior opportunities with non golf facilities such as recreation and leisure centres, child care facilities, sports clubs and organisations such as Guides and Scouts	2010-ongoing	States, local govt.	
		1.2.5	Target specific under represented groups	2009-ongoing	States, ASC	
		1.2.6	Develop entry level golf programs that are easily transferable to the non golf environments to encourage the provision of Tri golf	2008	States	
1.3	Provide access to modified games that provide a fun, enjoyable and safe first experience in golf.	1.3.1	Identify appropriate junior equipment	2008	States	
		1.3.2	Provide support and guidance on the junior golf games to be used and how to make them accessible	2008-ongoing	States	
		1.3.3	Explore the use of modified golf at golf courses	2009	States, clubs	
		1.3.4	Provide incentives to clubs and facilities to develop modified courses	2009-ongoing	States	

INCREASE PARTICIPATION – ENGAGING

Strategic Focus			Key Performance Measures			
Engage with junior golfers to encourage them to play more often			<ul style="list-style-type: none"> • Number of events and activities • Number of participants progressing from school to club programs • Number of programs that provide coaching to participants 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
2.1	Provide a range of events and activities that golf providers can use to encourage juniors to keep returning	2.1.1	Develop a calendar of events that can be promoted nationally	2008	States	
		2.1.2	Provide a resource library of events and activities that both golf and general leisure providers can choose from that will encourage juniors to play more often	2010-ongoing	States	
		2.1.3	Provide guidance on how activities can be integrated into non golf promotions with providers such as schools, local government and community organisations (e.g. Scouts, Guides)	2009-ongoing	States	
		2.1.4	Provide golf passports to encourage juniors to have easier access to play and at a reduced rate	2010	States	
		2.1.5	Provide educational and curriculum based golf opportunities within Physical Education and non sports based curriculum activities (e.g. maths, etc.)	2008	States, Ed department	
2.2	Establish links between school based programs and clubs to encourage juniors to play at clubs	2.2.1	Motivate clubs to be encouraged to address the membership schemes to encourage more to play and join	2009-ongoing	States	
		2.2.2	Develop a quality assurance scheme for clubs that also has a recognition program for junior golfers.	2009	States	
		2.2.3	Assist clubs in promoting junior golf programs to children who are not members	2009-ongoing	Clubs, States	

INCREASE PARTICIPATION – ENGAGING (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
2.3	Provide coaching programs that both encourage participation and also provide opportunities to develop skills and enjoyment	2.3.1	Provide a coaching program that has a pathway to enhance skill development and participation	2009	PGA, States	
		2.3.2	Encourage centres of excellence for coaching on a regional basis	2011	PGA, States	
		2.3.3	Provide financial support for coaching in non accessible areas	2011	PGA, States	
		2.3.4	Ensure talent ID schemes are in place nationally and integrate into the Institute of Sports network	2010	States	
		2.3.5	Develop a universally recognised skills assessment program as part of a 'Passport Certificate' for use between all clubs	2009	PGA, States	

INCREASE PARTICIPATION – RETAINING

Strategic Focus			Key Performance Measures			
Retain juniors in golf and encourage them into the adult ranks			<ul style="list-style-type: none"> • Number of junior club members • Registered junior foundation members • Number of recreational players 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
3.1	Encourage integration into clubs to provide juniors with a sense of belonging	3.1.1	Encourage clubs to address the junior membership issues regarding access, membership price and equality of opportunity	2008-ongoing	States	
		3.1.2	Clubs to be encouraged to develop junior programs that integrate juniors	2008-ongoing	States	
		3.1.3	All clubs who promote junior programs within the framework are highlighted and positively recognised	2008-ongoing	States	
		3.1.4	The golf industry to support clubs to develop a junior strategy	2008-ongoing	States	
		3.1.5	Encourage clubs to establish a junior structure/committee and include junior representatives	2008-ongoing	Statest	
3.2	Provide pathways into representative golf	3.2.1	Promote established pathways from recreational and club golf into representative pathways	2008-Ongoing	States	
		3.2.2	Annually review the junior strategy with the elite development pathway strategy to ensure easy transition	Annual		
		3.2.3	Provide the National Elite Development Director with yearly priorities and needs of Junior Golf	Annual		

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INCREASE PARTICIPATION – RETAINING (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
3.3	Provide opportunities into membership within the club environment	3.3.1	Distribute information available on membership fee structures	2008	States	
		3.3.2	Explore innovative membership schemes	2009 -Ongoing	States	



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12 People and Partnerships

13 People and Partnerships

Engaging and maintaining people through quality experience and education, and provide integrated partnerships that achieve a unified approach to junior golf.

Participants in junior golf potentially come into contact with, and are influenced by, a diverse range of people including; parents and carers, teachers, coaches, officials, administrators, volunteers and golf club members. These people are important in junior golf because they provide the necessary infrastructure for its delivery. They also determine the social atmosphere of golf.

The importance of their contribution cannot be underestimated because of the close relationship between the quality of leadership found in golf and the quality of the golf experience for young people.

Consultation and co-operation are essential for effective and efficient junior golf delivery and participation. A number of agencies have responsibilities for organising and conducting golf including sporting organisations, schools, commercial and non-profit providers, government (local, state and federal), and non-government agencies.

In recognising that golf has a large number of national, state and local level organisations delivering separate junior programs, it is imperative that these organisations form closer ties in order to achieve an effective and unified approach to the delivery of the sport to juniors. All of these organisations are partners in junior golf and their cooperation and goodwill is vital to the successful delivery of junior golf. Consultation and cooperation provide many benefits including:

- identifying gaps and overlaps in delivery and resolving cooperative approaches to them
- consistency in the provision of junior golf
- the efficient use of resources



PEOPLE

Strategic Focus			Key Performance Measures			
Include and support quality people			<ul style="list-style-type: none"> • Number of registered volunteers • Number of accredited coaches • Number of professional development opportunities 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
4.1	Develop and support a volunteer strategy to maximise the number of people involved in golf	4.1.1	Development of a volunteer strategy to be developed and integrated into State Associations strategies	2009	States	
		4.1.2	Development of a volunteer promotional strategy to encourage more people to take part	2009	States	
		4.1.3	Align the volunteer strategy with partner initiatives to maximise success	2009	States	
4.2	Promote skill development	4.2.1	Provide support to organisations on how to source and retain people with the right skills	Ongoing	States	
		4.2.2	Develop a universal skills based certificate	2009	States, PGA	
		4.2.3	Explore golf coaching opportunities with universities	2011	PGA, Universities	
4.3	Promote professional development and training	4.3.1	Provision of competency based training and development for the management and delivery of golf through the PGA and other complementary providers	Ongoing	PGA, States	
		4.3.2	Promotion of a schools based apprenticeship scheme for clubs, facilities and associations	2010-ongoing	PGA, States	
		4.3.3	Development of State based training program calendars for volunteers to encourage professional development	2009	States, PGA	

PEOPLE (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
4.4	Provide quality coaching around accreditation schemes	4.4.1	Review and redesign the NCAS system	2008, 2012, 2016	PGA, States	
		4.4.2	PGA to liaise with State bodies for Community Coaching Course delivery	2008-ongoing	PGA, States	
		4.4.3	Clearly define roles of accredited community coaches	2008	PGA	
		4.4.4	Specialty coaching for PGA Coaches	2009-ongoing	PGA	
		4.4.5	Examine expanding delivery mechanisms in rural areas	2009	PGA, States	
4.5	Encourage succession planning to ensure long term involvement	4.5.1	Assist clubs and organisations with succession planning by providing support material	2008	States	
		4.5.2	Provide career pathways (both paid and volunteer) for people who are keen to grow and invest more time into golf	Ongoing	States, PGA	
4.6	Improve efficiency and quality standards for all	4.6.1	Develop club accreditation program	2009	States	
		4.6.2	Encourage Junior Coordinators at each club	2009-ongoing	States	
4.7	Address insurance and legal obligations	4.7.1	Provide information on all aspects of legislative governance of facilities	2008	ongoing States	
4.8	Encourage and foster family support for juniors	4.8.1	Endorse the Australian Sports Commission code of conduct guidelines	2008	States	
		4.8.2	Promote positive case studies	Ongoing	States	

PARTNERSHIPS

Strategic Focus			Key Performance Measures			
Foster partnerships that unify the industry			<ul style="list-style-type: none"> • Number of school and club partnerships • Number of key strategic partnerships 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
5.1	Australian Junior Golf Advisory Board (AJGAB) provide leadership	5.1.1	All states and partners to commit to ensuring the success of junior golf in Australia	2008	States, GA, PGA, ASC	
		5.1.2	AJGAB to agree to scope and to communicate to all partners and industry	Ongoing	AJGAB	
		5.1.3	Board to accept ownership of the Junior Strategy on behalf of partners	2008	AJGAB	
		5.1.4	Program and priorities to be clearly articulated to all partners	Ongoing	AJGAB	
		5.1.5	All partners to identify how the Junior Strategy will be integrated into their own strategies by 2008	2008	States, GA, PGA	
5.2	Develop partnerships between schools and golf clubs to increase participation	5.2.1	Develop a strategy to integrate the national schools program into the states, foundations and clubs	2008	States	
		5.2.3	Develop clusters of schools and clubs to ensure that the long term programs in schools provide a pathway into Golf Club membership	2009	States	

PARTNERSHIPS (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
5.3	The AJGAB develop strong partnership networks with schools, local government, community sector, golf clubs and the commercial sector	5.3.1	Development of a local government resource manual that identifies how golf can achieve many of its social, health and community recreational objectives (both strategically and operationally)	2009	States, Loc Gov.	
		5.3.2	Provide information to clubs and partners on how to work with Councils to maximise the uptake of junior golf	2009 - ongoing	States, Loc Gov.	
		5.3.3	Regularly communicate with the various sectors and industry bodies	Ongoing	All	
5.4	Source key sponsors for development programs and activities	5.4.1	Source commercial partners to assist in the delivery of the key aspects of the junior strategy	2008-ongoing	States	
		5.4.2	Identify sponsorship models that will generate income for junior golf, both nationally and locally	2008	States	
5.5	Develop partnerships with other sports to promote the game	5.5.1	Develop relationships with third party recreational providers who would benefit from offering golf as a bonus to their members	2009 ongoing	States	
		5.5.2	Identify and develop relationships with key leisure providers such as Guides	2009 ongoing	States	



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18 Resourcing and Support

Working with all
agencies, partners
and providers
of junior golf
in sourcing and
promoting
resources and
support.

19 Resourcing and Support

Work with all agencies, partners and providers of junior golf in sourcing and promoting adequate resources and support to be able to deliver on the Junior Golf Vision.

The provision of support and resources is not the responsibility of one organisation in Australia; it is shared between many organisations.

It is also the responsibility of all providers that they should ensure that juniors are in an environment that is conducive to their age and ability. Golf's organisers have a legal duty of care to not expose young people to risk in any aspect of providing the golf experience. Training, resources and programs should ensure that deliverers of junior golf are aware of what is required to provide a safe environment for participation.

To protect the welfare of young people in golf, organisations must also be aware of the relevant legal issues and put safeguards in place. By doing this they will be protecting both junior members and the organisation.

The legislation relevant to the safety and welfare of participants in junior golf includes:

- Discrimination
- Health and safety
- Child protection
- Privacy
- Drugs

All of this legislation emphasises the serious obligations undertaken by any person or organisation taking responsibility for the care and/or coaching of children. The community and the courts have a high expectation that officers of organisations and members of management committees are aware of their legal obligations and take steps to ensure compliance. A copy of Golf Australia's member protection policy can be found at www.golfaustralia.org.au

The promotion of golf is a very important aspect and needs to be addressed nationally and locally. All stakeholders should be considered when developing a brand and a promotional strategy for junior golf.



Strategic Focus			Key Performance Measures			
Provide an environment where support and resources are readily available to all providers of junior golf, in a format that assists them in increasing participation.			<ul style="list-style-type: none"> • Access to quality resources • Access to resource training and development 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
6.1	Assist golf organisations in adapting to trends	6.1.1	Develop an incentive based program to encourage golf clubs to have a welcoming and enjoyable junior golf environment that will encourage more juniors to play golf	2009	States	
		6.1.2	Provide support for golf organisations to become more aware of the positive environments needed for juniors	Ongoing	States	
6.2	Ensure safe environments are provided and legal obligations are met to minimise risk to all	6.2.1	Provide information that makes providers are aware of their child protection, legal and Insurance obligations	Ongoing	States	
		6.2.2	Ensure that all providers and facilities are appropriately insured for juniors to play golf	Ongoing	States	
		6.2.3	Offer leadership training to all clubs in risk management obligations and practices	2010-ongoing	States	
		6.2.4	Increase awareness of providers' obligations under discrimination and harassment legislation	2008-ongoing	States	
		6.2.5	Work closely with the ASC to develop and provide guidance material for providers and clubs	2008-ongoing	ASC	
		6.2.6	Provide information to all clubs, states and foundations regarding their legal obligations in all areas of the provision of golf	2008-ongoing	States	

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RESOURCE GOLF (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
6.3	Provide comprehensive resources and support in an easily accessible manner	6.3.1	Provide resources to providers of golf so that there can be an integrated approach to promoting and developing junior golf.	2008-ongoing	States	
		6.3.2	Provide a web based portal for all junior golf programs	2009	States, PGA, Clubs	

SUCCESSFUL BRAND

Strategic Focus			Key Performance Measures			
Promote the Junior Golf Brand in a manner that will encourage juniors to participate in golfing activities.			<ul style="list-style-type: none"> • Increased awareness of junior golf • Increased awareness of golf's benefits 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
7.1	Develop a single brand for junior golf	7.1.1	Development of a brand that will encourage the broader community to be interested in golf	2008	States, Designers	
		7.1.2	Provide effective strategies that will break down any perceived barriers to entry	Ongoing	States	
		7.1.3	Ensure that the brand is transferable and complementary to the Foundation brands, the proposed national schools program and clubs individual promotions	2008	States	
7.2	Develop a national promotional campaign linked with local delivery	7.2.1	Development of an ongoing promotional campaign that will identify a calendar of events, promotions and activities that all other providers can use to coordinate their own promotional campaigns	2009	States	
		7.2.2	Promotion of a comprehensive range of promotional material, media releases and tools that are accessible to all providers	Ongoing	States	
		7.2.3	Utilise celebrities from different backgrounds in the promotion of golf	2009	States	

SUCCESSFUL BRAND (CONTINUED)

Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
7.3	Develop an accreditation scheme for use of the brand to ensure quality of providers	7.3.1	Develop a guide and accreditation scheme that identifies brand use details and obligations	2008	States	
		7.3.2	Provide guidance and support for brand delivery	Ongoing	States	
7.4	Promote the health and social benefits of golf	7.4.1	Conduct and gather research into the health benefits of golf participation	2009-Ongoing	Researchers	
		7.4.2	Ensure that all messages in the promotion of the brand include the social and health benefits of golf.	Ongoing	States	

FINANCIAL VIABILITY

Strategic Focus			Key Performance Measures			
Establish and promote an effective funding model that will improve the financial sustainability of junior golf			<ul style="list-style-type: none"> • Secure sponsorship for junior golf • Operate in a commercially viable manner 			
Ref	Strategy	Ref	Actions	Timeframe	Partners	Status
8.1	Source major national sponsors	8.1.1	Develop a sponsorship strategy for junior golf and source funds for the development of programs and initiatives	2009	States	
		8.1.2	Seek funding government to be able to manage, promote and monitor the success of the programs	Ongoing	States	
8.2	Assist people and partners to generate additional resources	8.2.1	Develop guidelines and resources to assist all people and partners in sourcing and securing additional funding opportunities	2010	States	
		8.2.2	Provide training and professional development opportunities to develop the skills to source additional funds	Ongoing	States	
8.3	Source sponsorship schemes to increase investment in junior golf	8.3.1	Work with the commercial sector to identify commercial opportunities with golf clubs and providers	2009-ongoing	States	
		8.3.2	Establish a funding model which places resources back into junior golf	2009	States	



KEY PERFORMANCE MEASURES FOR 'VISION 2018, THE FUTURE OF JUNIOR GOLF IN AUSTRALIA'

Area	Key Performance Measures	2008	2010	2012	2014	2016	2018
Attracting	Number of schools involved (go-go, intro/coaching, comp)						
	Number of students participating						
	Number of clubs meeting junior golf development standards						
	Number of juniors trying golf						
Engaging	Number of events and activities						
	Number of participants progressing from school to club programs						
Retaining	Number of junior recreational players						
	Number of junior club members						
	Registered junior foundation members						
People	Number of professional development opportunities						
	Number of registered volunteers						
	Number of accredited coaches						
Partnerships	Number of school and club partnerships						
	Number of key strategic partnerships						
Resourcing	Access to resource training and development						
	Access to quality resources						
Successful Brand	Increased awareness of junior golf						
	Increased awareness of golf's benefits						
Financial Viability	Operate in a commercially viable manner						
	Secure sponsorship for junior golf						

Note: This table has been left intentionally blank for updating results as achieved in the relevant year.

26 Our Partners

Australian Sports Commission

PO Box 176 Belconnen ACT 2616
T 02 6214 1111 E asc@ausport.com.au

Golf Australia

Level 3, 95 Coventry Street
South Melbourne VIC 3205
T 03 9626 5050 E info@golfaustralia.org.au

Golf NT

PO Box 37083 Winnellie NT 0821
T 08 8927 6950 E golfnt@bigpond.net.au

Golf Queensland (Queensland Golf Union)

GPO Box 1518 Brisbane Qld 4001
T 07 3854 1105 E qgu@queenslandgolf.org.au

Golf Queensland (Women's Golf Queensland)

PO Box 48 RBH, Herston QLD 4029
T 07 3252 8155 E wgq@womensgolfqld.org.au

Golf Tasmania

PO Box 410 Rosny Park TAS 7018
T 03 6244 3600 E admin@golftasmania.org.au

Graham March Junior Golf Foundation

PO Box 455 South Perth WA 6151
T 08 9474 1005 E jgf@echidna.id.au

Greg Norman Golf Foundation

PO Box 50 RBH QLD 4029
T 07 3216 0552 E gnjuniorgolf@gregnorman.com.au

Jack Newton Junior Golf Foundation

PO Box 646 Auburn NSW 2144
T 02 9738 0777 E jnjgf@jnjgf.com

Mat Goggin Junior Golf Foundation

C/- 75 Liverpool Street Hobart TAS 7000
T 0407 852 645 E info@gogginjuniorgolf.com.au

NSW Golf Association

PO Box 195 Arncliffe NSW 2205
T 02 9505 9105 E nswga@nswga.com.au

PGA of Australia

600 Thomposons Rd, Sandhurst Club
Sandhurst VIC 3977
T 03 8320 1911 E info@pga.org.au

PGA Tour of Australasia

PO Box 792 Crows Nest NSW 1585
T 02 9956 0000 E pgatour@pgatour.com.au

South Australian Golf Association

PO Box 356 Torrensville SA 5031
T 08 8352 6899 E chris@golfsa.com.au

Stuart Appleby Junior Golf

PO Box 415 Ashburton VIC 3147
T 03 9577 7600 E info@stuartappleby.com.au

Victorian Golf Association

PO Box 187 Burwood VIC 3125
T 03 9889 6731 E vga@golfvice.org.au

Western Australian Golf Association

Suite 1-5, 49 Melville Parad
South Perth WA 6151
T 08 9367 2490 E wagolf@iinet.net.au

Women's Golf New South Wales

PO Box 345 Sydney Markets NSW 2129
T 02 9764 3790 E golf@golf@wgnsw.org.au

Women's Golf South Australia

117 Sir Donald Bradman Drv Hilton SA 5033
T 08 8234 1166 E wgsa@picknowl.com.au

Women's Golf Victoria

PO Box 608 Elsternwick VIC 3185
T 03 9523 8511 E info@womensgolf.org.au

Women's Golf Western Australia

PO Box 486 South Perth WA 6951
T 08 9368 2618 E admin@wgwa.com.au

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GolfAustralia

Level 3, 95 Coventry Street
South Melbourne
VIC 3205 Australia
P +61 3 9626 5050
F +61 3 9626 5095
www.golfaustralia.org.au