GolfAustralia

Golf Australia - Board Meeting Agenda

DAY 2

8.30am, 15th May at NSWGC, La Perouse, NSW.

Attendees:

Board: Anne Lenagan (Chair), John Buckley, David Cherry, Alison Holden, Ian Read and Bruce Langford-Jones.

Executive: Tony Hallam, Anna McCallum

Management Presenting: Trevor Herden, Chris Schwen, Simon Corkill (IMG)

AGENDA

7. Australian Opens Update
    - 7.1 NSW Golf Club as host Club for 2009 Australian Open
    - 7.2 Men's Open strategy with Events NSW (enclosed)
    - 7.3 Commercial update

8. IMG Contract / Relationship

9. Staff Review

10. State Forum Action Plan (enclosed)

11. Committee Update
    - 11.1 Audit & Risk Management
    - 11.2 Commercial Development & Golf Foundation
    - 11.3 Handicapping & Course Rating (enclosed)
    - 11.4 Rules of Golf and Amateur Status (enclosed)
    - 11.5 Championships
    - 11.6 High Performance Advisory Panel (enclosed)
    - 11.7 Game Development

12. Any other business
    - 12.1 Delegations of Authority (enclosed)
    - 12.2 ASC Media release (enclosed)
    - 12.3 ASC Australian Sport: Emerging challenges, new directions (enclosed)

The next Board Meeting is scheduled for June 26th in QLD.

GolfAustralia

6 May 2008

Golf Australia Board Members

Dear Board Members

Further to ongoing briefings at previous Board meetings on the Australian Open and our continuing negotiations with Events NSW, attached is a draft memo prepared jointly by myself and Events NSW.

The paper sets out the vision for the event which if were to proceed would require the endorsement of both the Golf Australia and the Events NSW Board's.

The paper makes a number of assumptions and there are several external factors which would impact its achievement.

However for the Board meeting on May 15th, I am looking for the Boards view on the direction being negotiated and support to continue these negotiations. In particular there are follow on implications for:

1. National Championship schedules of Golf Australia
2. Financial commitments by Golf Australia
3. Making Sydney the "home" of the Australian Open

The objective of this discussion is to confirm the Board is supportive of the direction and strategy and approve the CEO to continue these negotiations in the coming weeks.

Any final agreement would require Board approval which given timing of meetings may occur prior to end of June Board meeting- if this occurs a teleconference would be held for a Board review.

Yours sincerely

Tony Hallam
CEO
Golf Australia

Level 3, 95 Coventry Street South Melbourne Victoria 3205 Australia
Telephone 03 9626 5050 Facsimile 03 9626 5095 Website www.golfaustralia.org.au

VISION 2015 – POSITIONING THE AUSTRALIAN OPEN AS THE LEADING GOLF EVENT IN THE ASIA PACIFIC REGION

Today the world recognizes that Australia has an outstanding group of international players (two in the top 10, three in the top 20, 13 in the top 100, and 25 in the top 200). Given the ages of Adam Scott, Geoff Ogilvy, Aaron Baddeley, emerging superstars Jason Day and Nick Flanagan, and the elite development program of Golf Australia and the AIS that is the envy of the world, Australia is set to continue as the second ranked golfing nation for the next decade.

With a rich history built over 104 years, and played on Australia's most prestigious golf courses, the Australian Open is a Championship that all players want to win. This tournament has an enviable pedigree with a list of past winners that includes golfing greats, World Golf Hall of Fame members: Norman, Thomson, Palmer, Nicklaus, Nagle, Player, together with a stellar line up of players each year.

This is reflected in the opinion of our leading player, 2006 US Open Champion and current world number 5, Geoff Ogilvy who commented on the position of the Championship in the eyes of Australian players by saying "After the four golf majors, winning the Australian Open is the most important championship in golf for me as an Australian player."

The international prestige is illustrated by the comments of Padraig Harrington, 2007 British Open champion, who stated late last year that the Australian Open needs to be supported by the leading international players.

Hence the opportunity exists to capitalise on this history and prestige and, under the vision and innovation of the national sporting organisation in Golf Australia, for Events NSW to assist in taking the Australian Open from its current position as the leading golf event in Australia to be the pre-eminent golf event in the Asia-Pacific region based in Sydney.

Delivering Key Outcomes for NSW

1. Economic impact - driven by more interstate and overseas visitors which can be assisted by key extension events to increase length of stay and the reason for coming.

2. Strategic / Marketing impact –Gateway to Asia, increasing the foothold in Asia, high profile event that is coveted by the key international and Australian players which in turn will generate more global media coverage and highlight Sydney / NSW as a great place to do business, an Asian hub but with wonderful climate, beaches and some of the best, most cost effective and accessible golf courses in the region.

3. Community impact - making Sydney residents proud of the event and giving them the ability to see the world's best golfers in their home town.

What will it look like – the leading golf event in the Asia Pacific Region

To be regarded as the leading golf event in Asia Pacific, the Australian Open needs to be based around:

1. Prestige for the winner of the leading National Championship in the region
2. Appropriate prize money levels
3. Sufficient player appearance fee budgets to ensure a quality field as reflected by the number of number of Top 20 players in the world participating
4. A major corporate partner who increasingly funds the event and leverages the promotion domestically and in the region
5. A major partner in Events NSW who provides direct funding support to build the event and direct linkages into state government agencies
6. World class facilities for players – the golf courses, player services and accommodation
7. Alignment with some form of "OneAsia" or elite series of Asia Pacific events to establish a permanent date on the international golfing calendar

The pathway to achieving this vision by 2015 is as follows:

2008

Build on the successes of 2006 and 2007 by returning to Royal Sydney Golf Club. Following the participation of over 20 Asian, Korean and Japanese players in 2007, we are proposing to increase the number to 30 due to the re-scheduling in December (no Japanese, Korean or significant Asian events in week of December 8-14).
If a naming rights is acquired in 2008, the combined investment of Events NSW, the new corporate partner and Golf Australia will ensure prize money levels and

the player field continue to build the positive momentum created over the past two years. Already world number 5 and US Open champion, Geoff Ogilvy, world number 6, Adam Scott, and world number 16, Aaron Baddeley, have committed to the Championship. This is the only golf tournament in Australia this year that all three of these leading Australians will play – and it is expected all 13 in the top 100 will be present also. In addition to the Asian focus, additional investment will occur in procuring international players if budgets allow.

With the extension to the partnership between Golf Australia and Events NSW for Sydney to be the home of the Australian Open, a Host City Steering Committee will be formed for the event to focus on the three key outcomes to be delivered to Sydney and NSW by the Championship through 2015:

- Economic impact
- Strategic / Marketing impact
- Community impact

This Committee will focus on the long term growth of the Championship in achieving these objectives with its members from Events NSW, business leaders, Golf Australia and the community.

The Australian Golf Media Awards will be held on the Saturday evening at a leading CBD venue with select international media invited (and funded) to Sydney to lift the coverage of the Australian Open.

In addition two new national participation golf events will culminate during the Australian Open (the Konica Minolta "Medal of Medallist" and the Johnnie Walker 9 Hole Classic) which will deliver increased economic impact and domestic golf-related tourism exposure for Sydney and New South Wales (these will be annual events connected to the Australian Open).

Finally the logo of the Australian Open will incorporate the new Sydney branding to embed the message that Sydney is the home of the Australian Open.

2009

Building on the 2008 initiatives, the 2009 Australian Open will elevate the Championship in the international landscape by the possible appearance of Tiger Woods and playing the Championship at NSW Golf Club. The domestic and international profile of the event will be significantly higher and set a new watermark for a golf event. The proposed appearance of Tiger Woods will both ensure the event has the date it desires in November and significantly raise the international media coverage and TV distribution.

The symbolism of NSW Golf Club as the venue is important. Much will be made of the fact that NSW Golf Club is ranked in the world's best 50 golf courses. To the domestic and international TV audience perspective, it will deliver stunning pictures that promotes Sydney and New South Wales as a golf and related

tourism destination which rivals Pebble Beach as the most spectacular in world golf.

In addition to the Australian Golf Writers Awards being held again during the Australian Open (with international media funded to attend), we would propose that a gala dinner would be held with Tiger Woods and consideration be given to re-locating an event such as the Aaron Baddeley World Junior Golf Championships (up to 20 countries participating) to Sydney (from China) during November.

It is expected the major corporate partner would also schedule one of its key corporate events around the timing of the Australian Open, continuing the expansion of the business related tourism for the event.

Furthermore in either 2009 or 2010, one major industry conference (Golf Managers Association, Golf Course Superintendents, Elite Player Development or Asia Pacific Golf Summit) would be located in Sydney either during the week of the Open or in another month to deliver business/convention related tourism.

Golf Australia will also consider scheduling one of its other National Championships in New South Wales as part of it commitment to building the golfing profile.

2010

The momentum from 2009 would be continued by playing the event at the redeveloped Lakes Golf Club (re-introducing another great golf course in Sydney). This would complete the rotation of the Championship through the four world class golf courses in Sydney (Royal Sydney, the Australian, New South Wales and the Lakes) each rich in history with the Australian Open and continue to showcase Sydney and NSW as golf related destination for both golf-related and business-related tourism.

In 2010 it is probable that some form of "OneAsia" or elite series of Asia Pacific events will be established and the Australian Open could be a part of this providing yet another step in the regional profiling of the Championship. A regional qualifying event would be held in the Asia Pacific region to extend the brand of the Australian Open. The core Australian and Asian field would be supplemented by an investment in 2-3 top international players.

The objective would be to have the Australian Open positioned as one of the tour ending events on the "OneAsia" tour so that players seeking places in the Tour Championship would commit to play.

While continuing with the golf industry and business events around the Australian Open created in 2008 and 2009, Golf Australia will consider holding the Australian Amateur Championship in Sydney during 2010 – taking it out of its normal state rotation schedule. This championship is the ranked in the top 10

amateur championships in the world by The R&A and attracts over 400 male and female players (including approximately 100 international players), along a similar number of coaches, parents and support staff. In particular the internet traffic levels on the live scoring are higher than currently for the Australian Open given the worldwide loyal following of individual players and the fact that the Stroke play event is played mid week.

2011

Given the enormous international profile of The President's Cup, Golf Australia will hold the Australian Open at Moonah Links as required under this contract.

Consideration will be given to attracting another professional golf event to Sydney as a once off in place of the Australian Open in the November/December period – for example the Lexus Cup (Asia versus International teams event, the Women's Australian Open or the Australian Masters).

In addition Golf Australia will consider scheduling the Australian Junior Boys and Girls national Championships along with the Junior Interstate Series to continue the development of strong golf presence for Sydney amongst the developing Australian players.

2012 to 2015

Returning to Sydney, the key in 2012 will be to ensure the international and Australian playing field is of suitable quality to maintain the international profile gained in the previous years. This will require continued investment in prize money and appearance fees along with linkages to Asia.

In today's dollars, the benchmark is to have US$3-5m in prize money and US$2-3m invested in player appearance fees. With support from Events NSW through its formative years, the strategy will pay dividends by growing the level of domestic and international corporate support.

By 2012 and through to 2015 the Australian Open will continue to build on its key objectives:

- Establish Sydney as the spiritual home of the Championship
- Provide annual economic returns from the annual domestic and international profile of Sydney and New South Wales as a golf and business destination (visitors in and outside the week of the event) \
- Secure a permanent date on the international golf schedule
- Build a clear position in Asia Pacific and re-enforce Sydney as an Asian hub, a great place to do business with wonderful climate, beaches and some of the best, most cost effective and accessible golf courses in the region.
- Be part of the fabric of the Sydney community by making Sydney residents proud partners of the event and giving them the ability to see the world's best golfers in their home town.

Level of Events NSW and Corporate Funding

YEAR	PRIZEMONEY	PLAYER BUDGET (EST)	TOTAL REVENUE (EST)	GOVERNMENT SUPPORT (EST)	NAMING RIGHTS (EST)
2005	A$1.25m	A$0.2m	A$3m	A$0.5m	A$1m
2006	A$1.5m	A$0.5m	A$6m	A$0.35m	A$2.5m
2007	A$1.75m	A$0.75m	A$7m	A$1.25m	A$3m
2008	A$1.75m	A$1m	A$7.75m	A1.75m	A$3m
2009	A$2m	A$1m	A$8.5m	A$2.5m	A$3m
2010	A$2m	A$1.5m	A$8.5m	A$2.5m	A$3m
2011	Moonah Links			TBC	
2012	A$4m	A$2.5m	A$10.5m	A$2.5m	A$4m
2013	A$5m	A$2.5m	A$11.5m	A$3m	A$5m
2014	A$5m	A$2.5m	A$12m	A$3m	A$5m
2015	A$6m	A$3m	A$13m	A$3m	A$6m

Notes:

1. If Tiger Woods appearance is secured for 2009, Events NSW commitment would be additional US$3.0m (A$3.5m). This investment will significantly increase the domestic and international exposure for Sydney and New South Wales and create additional momentum for the event. The associated incremental event revenues from Woods are estimated to be A$1m from ticket sales, corporate hospitality, international television rights and support sponsors. These proceeds would be used to fund continued growth in the event in 2010 and 2012 along with growth in naming rights sponsor and commercial revenues. However if the approach to Woods is unsuccessful the strategy of building the event remains the same.
2. Naming rights sponsor is being procured by Golf Australia and its commercial agent IMG and the estimates are dependent on securing this partner. Support may be required from government in the identification of the appropriate partner.
3. Government support may be required in 2011 for a special event in Nov/Dec with Australian Open played at Moonah Links. In addition potentially to promote Sydney and NSW in the Victorian market.
4. Given international player payments are in US dollars, a portion of Events NSW funding would be fixed in US dollars to provide natural hedge for the event.
5. 2008 levels are contingent on securing a naming rights sponsor.

Increasing Global TV coverage

Broadcast distribution is a function of the following factors:

1. Tour sanctioning agreements (e.g. the European and Asian Tours have pre-agreed television distribution channels however all revenues belongs to these third parties)
2. The prestige of the event with the Australian Open being one of the top 10 National Golf Championships in the world
3. The quality of the player fields
4. Targeting particular players for key markets (e.g. Korean players to drive Korean media coverage)
5. The timing of the event

With the base of Australian and Asian players and the addition of leading international marquee players, there will be an improved international broadcast distribution.

Added to this, particular focus will be given by IMG Media to key tourism target markets for Sydney and New South Wales to ensure every opportunity to pursue in the key markets such as:

- Korea
- Japan
- USA
- China
- UK
- New Zealand
- China
- India
- Singapore
- Malaysia
- Hong Kong
- Germany

In each year Golf Australia will target international players to match these markets which in turn will drive international television coverage.

In terms of the audience, one of the key factors in evaluating the return of golf is not just the size of the audience but the demographic it delivers a great combination of business travelers and golfers who travel to play golf. This combination will be an important factor in the success of a golf and business related tourism strategy for Sydney and New South Wales based around the investment in the Australian Open.

Golf Australia State Forum

Held in Adelaide on 18 April, 2008

Notes and Action Points

1. **Junior Lottery**
    a. **Forum was advised that a loss of $100k is forecast.**
    b. **NSW asked what had happened to the commission that was promised for selling the tickets?**
    c. *Action:*
        i. *Golf Australia to a) advise when commission payment will be made and b) make payment.*

2. **The Opens**
    a. **State support was evident for the Opens remaining a key part of Golf Australia strategy though South Australia wish to think about this.**
    b. **South Australia raised the question of the value of the Open 'branding' to Golf Australia.**
    c. **Queensland advised that although they support the Opens, there would be strong resistance to increasing the capitation fees to pay for the Opens. General agreement on this issue from other States.**
    d. **Agreed that finances for the Opens would continue to be shown separately from other Golf Australia expenditure.**
    e. **It was understood that the Opens may need to be pared back according to what can be afforded.**
    f. **Golf Australia undertook to keep the States informed about progress regarding the Opens.**
    g. *Action:*
        i. *South Australia will write to advise Golf Australia on their views*
        ii. *Golf Australia will prepare a Timeline indicating major decision points with regard to the Opens.*

3. **Elite Development**
    a. **Comments regarding funding concerns for State Institute programs**
    b. **Concern expressed regarding issues of confusion between State Institutes and AIS: e.g. overlap – who are the primary service providers; recognition – dual branding; number of coaches involved; role of state institutes versus AIS – are they seen as feeder organizations or are they in competition.**
    c. **Need to ensure that these organizations are working together more efficiently to ensure the best programs to develop the best golfers.**
    d. **WA and SA both advised that they are considering implementing Institute programs and would like to learn from those States currently running programs. Tasmania concerned for how they can access high performance coaching without the possibility of an institute.**
    e. **Selection process for players queried.**

f. **Some concern voiced about the lack of support for the transition between leaving amateur ranks and turning professional (rookies).**

g. *Action:*

i. *Commitment to a meeting between Peter Knight and State representatives – Ian Read/Peter Knight to organize.*

ii. *Better copy of latest High Performance Pathways chart to be provided.*

4. **Game Development**

a. **Concern expressed regarding setting priorities in this area and whether Golf Australia is doing too much small stuff and not concentrating on the big things.**

b. **Questions asked about bench-marking and whether there is any measurement of success of 9-hole or investment in Junior Development.**

c. **Game Development Committee (state reps to be CEOs/EDs) endorsed.**

d. **Game Development proposed objectives and responsibilities endorsed.**

e. **Alison Holden gave the view that the Must Do's should be (in the following order) Juniors, Women, 9 hole and minorities/disabilities..**

f. **WGWA suggested that club development could also be covered by publicizing how best-practice clubs do it.**

g. *Action:*

i. *Golf Australia to organize Game Development Committee.*

5. **Committees**

a. **Concern expressed that committee meetings in the past have not been advertised beyond the participants which makes it hard for non-member states to put forward issues. It was also noted that feedback from committee meetings is poor.**

b. **A question was raised regarding the reporting structure for the advisory panels, sub-committees etc that are not chaired by Board members.**

c. *Action:*

i. *It was agreed that notices of agendas and supporting documentation should be sent to CEOs/EDs.*

ii. *Timely minutes to go to CEOs/EDs also.*

iii. *Above to be noted by Golf Australia staff responsible for liaison for Championship, Game Development, High Performance committees, advisory panels, steering committees.*

iv. *The Board will review the reporting structure for all committees and a chart will be developed and circulated.*

6. **Role of Golf Australia and the States**

a. **Documents handed out:**

i. **VGA - paper circulated on the issues, challenges and their views on the roles.**

ii. **WGV – letter circulated**
iii. **Golf NSW – letter circulated**
iv. **WGWA – document distributed at end of the meeting**
v. **Golf Queensland – document attached to these notes**

b. **Issues which have eroded the relationship:**
i. **Poor communication process which tends to be one way**
ii. **State views are ignored (Golf Link levy issue still top of mind)**
iii. **State experience is rejected**
iv. **Insensitivity in dealing with clubs (communication bypassing the state associations)**
v. **A tendency from Golf Australia to adopt a unitary model approach**
vi. **Overlap or even competition in programs**

c. **Defining the Roles**
i. **States believe in the Federated model**
ii. **Believe Golf Australia Board should be empowered to govern; Council should ratify.**
iii. **Support for States being members of sub-committees**
iv. **QLD raised possibility of MOU between Golf Australia and States**
v. **Golf Australia Strategic Plan needed urgently**
vi. **Need some measurements and outcomes to be set for Golf Australia**
vii. **Golf Australia should set the strategy for the achievement of the overall goals and then implement both centrally and with the help of the States.**
viii. **Support for co-ordinated and co-operative national programs which can be implemented by the States with local development also possible.**
ix. **National funding should also be fed down to implement national programs at state level.**

d. *Action:*
i. *Golf Australia needs to re-engage with the States and establish a positive and systematic communication process.*
ii. *Golf Australia strategic review required urgently – Board*
iii. *Strategic review will be shared with states.*
iv. *Implementation plans will be reviewed with states*
v. *Another State Forum will be held in 2008 (probably at the time of the AGM in November but earlier if seen to be necessary).*

7. **Constitution**
a. **Voting Structure:**
i. **Concern that by NSW and Victoria having 3 votes each versus the two votes each of QLD, WA, SA and the one vote of Tasmania that the smaller states will be disadvantaged in electing the Board or making constitutional changes.**

ii. It was noted that NSW and Victoria have 66% of Australia's golfers and that their vote entitlement is significantly less.
iii. Some state associations have asked for a Constitutional Review Panel to be set up to address the voting entitlements. However, it was noted that 75% is required to carry any amendments and it was clear from a poll at the Forum that any changes to the voting structure would be rejected.

b. Eligibility of Council delegates to stand for Board election
   i. The email from Richard Hattersley expressing concern regarding the advantage given to a Council delegate standing for Board election was discussed. The Forum agreed that there is no cause for concern and that Council delegates can continue to be eligible for Board election.

c. *Action:*
   i. *Constitution Review will be a standing item on future Forum agendas.*
   ii. *Letter to Richard Hattersley confirming the Original Members view that there is no cause for concern with Council delegates standing for Board election (Done).*

8. Golf Access
   a. VGA are strongly opposed to centralization of Golf Access as it has no benefit to them and raises issues with their clubs.
   b. NSW preferred to hold their views for the time being.
   c. *Action:*
      i. *Centralization to be reviewed by the Game Development Committee.*

9. Insurance
   a. VGA outlined their experience with the insurance scheme in Victoria. Noted that it is VGA policy that all clubs must have either VGA insurance policy or provide a declaration that their members are covered.
   b. Noted that the Working Party is about to report.
   c. *Action:*
      i. *Report to be reviewed under the Game Development Committee.*

10. Golf Link/Communication
   a. Concern about using Golf Link to communicate with clubs as not all are on Golf Link.
   b. Golf Link agreement being rewritten.
   c. *Action:*
      i. *States require information to be sent to them before it goes to clubs.*

11. Trophy Information

a. **Laurel Wreath Broaches – some states will keep and others have or will cease to award these.**
b. **Royal St.George's Spoon and Springbok Trophy were not presented in either 2007 or 2008.**
c. **Frilled Neck Lizard for Senior Teams trophy has been superseded by a new trophy and FNL is in the Golf Australia office.**
d. **Gatehouse Award – still being awarded.**
e. **Request from SA that any perpetual trophies that are no longer being used, should be returned to the state that originally donated them.**
f. **Noted that the names Burtta Cheney and Gladys Hay are no longer used to designate an event but the trophies still carry those names. The official names of the Championships are:**
    i. **the Australian Girl's Interstate Teams Matches playing for the Burtta Cheney Cup and**
    ii. **the Australian Women's Interstate Teams Matches playing for the Gladys Hay Memorial Cup.**
g. *Action:*
    i. ***It was noted that the Championship Committee has undertaken to review all trophies at their next meeting.***

12. International Bowl

a. **It was noted that women contribute to an event called the International Bowl which was originally designed to raise funds for the WGA to send teams overseas. This has continued under Golf Australia. The question was asked as to whether there will be a similar event for men – answer 'no'.**
b. **WG associations do not consider this to be equitable and suggested that this money should be retained by the State associations to fund the Interstate teams while Golf Australia should only fund the National teams.**
c. *Action:*
    i. ***This whole issue is to be incorporated into a review of capitation fees, State costs and Golf Australia funding.***

13. Equalisation Costs

a. **Dissatisfaction with current system of equalization costs.**
b. *Action:*
    i. ***Equalisation cost structure to be reviewed, revised and advised for comment (will make up part of review in Point 12 above).***

GOLF AUSTRALIA
Level 3, 95 Coventry Street
South Melbourne Victoria 3205
Australia
Reg No: A0048256Z
ARBN: 118 151 894
ABN: 54 118 151 894
Telephone: 61 3 9626 5050
Facsimile: 61 3 9626 5095

GOLF AUSTRALIA
HANDICAPPING & COURSE RATING COMMITTEE
MEETING – THURSDAY 17 APRIL 2008
AT GRANGE GOLF CLUB, ADELAIDE, SOUTH AUSTRALIA

SUMMARY

Present from the Committee: Ian Read (Chairman), John Buckley, Joan Coles, Murray Cropley, Lynne Ritchie, Barry Shepherd

In Attendance: Anne Lenagan (Chairman of the Board), Nick Green (Director – Game and Industry Development), Simon Magdulski (Manager – Rules & Handicapping), Therese Ritter (Manager – Championships)

1. Previous Meeting Summary

This was agreed.

2. Increase of Maximum Australian Men's Handicap and Plus Handicaps

The Committee recommended to the Board that the following two previously-deferred decisions be approved for implementation:

- To increase the maximum Australian Men's Handicap from 27.4 to 36.4.
- To remove the lower limit on Australian Women's and Men's Handicaps. If a player has an exact Australian Handicap of +0.6 or greater, their respective playing Australian Men's or Women's Handicap would be the rounded figure. (NB This playing handicap would be automatic – there would not be a process of state or national approval.)

3. Evaluation and Review of Slope-like Systems

Further to a request from the Board, the Handicapping & Course Rating Committee will establish two review groups with a view to working through the following:

1. Prepare a detailed evaluation of the various course rating systems which underpin US 'Slope' and 'Slope'-like handicap systems.
2. Prepare a detailed evaluation of US 'Slope' and 'Slope'-like handicap systems for comparison with the Australian Handicapping Systems.
3. Consider the logistics of implementation with a view to properly assessing feasibility.

(NB One review group will focus on course rating and the other on handicapping.)

It is envisaged that the review group draft findings will be completed by late October and presented to the November Board meeting of Golf Australia. A final report to be presented to the 2009 National Handicapping & Course Rating Forum.

4. Letter Received from New South Wales Golf Association dated 20/2/2008.

The Committee noted NSWGA's updated thoughts re the development of the Australian handicapping & course rating systems.

5. Consideration of Comments & Reports Received from New Zealand Golf re USGA Course Rating System

After considering the data and comments received from New Zealand Golf re the Committee's investigation of the USGA Scratch Course Rating System, it was decided to roll this investigation into the broader investigation outlined in item 3 above.

6. Player Competes in Competition Round Before Previous Handicap-Altering Score is Processed

After considering an array of queries and comments received regarding the new regulation governing situations where a player competes in a competition round before a previous-handicap altering score is processed, the Committee adopted a 'Q&A' document to assist clubs in administering this type of situation. This resource document is now posted at www.golfaustralia.org.au.

7. Guidelines for Administering Competitions of Between 9-17 Holes

Whilst it is not a new concept to handicap competitions of 9-17 holes, the recent widespread promotion of 9-hole golf by Golf Australia has led to a number of queries being raised which had not previously been contemplated. To assist clubs in administering competitions of this type, the Committee adopted a 'Q&A' resource document which provides new Decisions and guidance and is now posted at www.golfaustralia.org.au.

8. 'Manual' Re-assessment of a Player's Handicap

With a view to not only provide greater and tighter guidance for all users, as well as to enhance transparency and more closely align the women's and men's handicapping systems, the Committee considered the regulations governing 'manual' re-assessment of a player's handicap. As a result, the following regulations were adopted and will take effect at a date which is still to be confirmed (NOTE – this replaces "Re-Assessment" under Section 6 of the current Australian Women's Handicapping System, and Section 9 of the current Australian Men's Handicapping System):

GENERALLY – Re-Assessment of Handicaps

(A) ***Handicaps are intended to enable players to compete in handicap events on even terms. When a player is showing better form than their handicap or is showing an increased interest in playing better golf but is not returning cards which lead to an automatic reduction in handicap and the improvement, current ability, or some other justifiable circumstances make it apparent to the Handicap Manager/Committee that the player is over-handicapped, their handicap may be reduced. This should not be a penalty for lack of scores but solely to provide uniformity in handicapping among all who play handicap golf.***

(B) ***A player's handicap may also be increased for players who may be recovering from injuries, illness or other justifiable reason. Such alterations may be effected at any time because the circumstances which give rise to this unusual step may be such as to require fairly prompt action in fairness to all concerned.***

(C) ***When a player's returns give rise to suspicion they may be attempting to "manipulate a handicap", or are in serious breach of this System or the Rules of Golf or Etiquette (as contained in the Rules of Golf booklet), the Home Club is empowered to investigate the player's performances and, if considered warranted, temporarily suspend their Australian and/or Club Handicap.***

(D) ***A decision to increase, decrease or suspend a player's handicap under this Section must be ratified by the General Committee (Board of Directors) of the player's Home Club.***

(E) ***Notification of a decision to increase, decrease or suspend a player's handicap under this Section must be forwarded by the player's Home Club to the relevant State Association. Such notification must include copies of the accumulated information on which the decision was based. The Home Club is responsible for making the adjustment to Golf Link (or other handicap record system maintained by the Home Club).***

(F) ***Should the State Association or Golf Australia, on inquiry, be satisfied that a player's Australian Women's or Men's Handicap has not been determined in accordance with the Golf Australia Handicapping System or the player has acted in serious breach of this System or the Rules of Golf or***

otherwise detrimentally to the best interests of the game, it may withdraw that player's Australian Women's or Men's Handicap.

(G) The State Association or Golf Australia, on inquiry, may amend or re-instate a player's Australian Women's or Men's Handicap. A decision of the Golf Australia Handicapping & Course Rating Committee will be final.

(H) Implementation Conditions: The following conditions are to assist clubs in implementing this Section and to provide uniformity in handicapping among all who play handicap golf:

- *H.i The General Committee (Board of Directors) must accumulate data, cards, scores, competition results, that would indicate handicap adjustments are necessary.*
- *H.ii The General Committee (Board of Directors) must as a body, make a decision to increase or decrease a member's handicap as indicated by this Section of the Golf Australia Handicapping System.*
- *H.iii No one person or group of persons, other than the General Committee (Board of Directors) has the power to increase or decrease a member's handicap when exercising a Club's authority under this Section.*
- *H.iv At no time can the General Committee (Board of Directors) ever "freeze" a member's handicap that is being calculated in accordance with the Golf Australia Handicapping System, at a particular figure.*
- *H.v Appropriate letters for use by clubs are available from State Associations wishing to implement this Section. The first letter advises the member that their handicap is to be reviewed due to better than reflected, or otherwise, performances. The second letter advises of the newly approved handicap.*

9. Analysis of Women's Handicapping & Course Rating Data

Murray Cropley updated the Committee on his progress to date on the commissioned project of analysing women's handicapping & course rating data. The Committee was positive about the development of the project, looked forward to continuing the work in this area, but needed time to take the detailed material away for proper consideration.

10. Next Meeting

Scheduled to take place during the Australian Interstate Series in Sydney in September.

GOLF AUSTRALIA
Level 3, 95 Coventry Street
South Melbourne Victoria 3205
Australia
Reg No: A0048256Z
ARBN: 118 151 894
ABN: 54 118 151 894
Telephone: 61 3 9626 5050
Facsimile: 61 3 9626 5095

GOLF AUSTRALIA
RULES OF GOLF & AMATEUR STATUS COMMITTEE
MEETING – THURSDAY 17 APRIL 2008
AT GRANGE GOLF CLUB, ADELAIDE, SOUTH AUSTRALIA

SUMMARY

Present from the Committee: John Buckley (Chairman), Frank Gal, Jenny Hoff, John Hopkins, Val Oswald, Ian Read

Apologies: Andrew Langford-Jones

In Attendance: Nick Green (Director – Game and Industry Development), Simon Magdulski (Manager – Rules & Handicapping), Therese Ritter (Manager – Championships), Trevor Herden (Director – Championships) *(NOTE – Trevor Herden was only in attendance during discussion of Agenda item 8)*

GENERAL

1. Previous Meeting Summary

This was agreed.

2. Determination of Vacant Positions on Committee

The Chairman congratulated Jenny Hoff and Frank Gal on their re-appointment to the Committee following the decision of the Board. This re-appointment is for a further two-year term. The terms of Val Oswald and John Hopkins expire at the time of the 2008 Golf Australia Annual General Meeting. They are both eligible to re-apply for further two-year terms.

RULES OF GOLF

3. General Thoughts for Rule Changes for 2012-2015

Golf Australia will communicate the following thoughts on Rule changes for 2012-2015 to The R&A via the GA advisory member on The R&A Rules of Golf Committee, John Buckley:

- Root and branch review of Rule 13-4 with a view to removing anomalies and inconsistencies.
- In a case where a player breaches Rule 18-2 and the movement is only detectable by use of electronic means (eg television), the penalty for failing to replace the ball not be applied.
- If a player returns a score card which contains a score for a hole lower than actually taken due to failure to include a penalty that they did not know they had incurred, and the breach is discovered prior to the competition closing, the score for the hole be corrected rather than the player being disqualified.
- Within the definition of *abnormal ground condition*, extend *burrowing animal* to *animal*.
- As Decision 14-2/4 materially modifies Rule 14-2b, amend 14-2b to reflect the statement of purpose contained in 14-2/4.
- Rule 28 be expanded to allow a player to regress, under penalty, to where any previous stroke on the hole was played.

- Rule 25-2 be extended to allow relief through the green (with the relevant Local Rule to limit the relief to closely-mown surfaces).
- Continue to pursue the issue of disallowing long putters. This is both to reflect the concerns that the anchoring action is not within the spirit of the game, and also that use of a long putter for measuring purposes is not in accordance with equity.

4. Rules & Referee Accreditation – Update on Progress of Development of Structures

The Golf Australia Rules of Golf & Amateur Status Committee is continuing its work in co-ordinating the process of expanding from a two-tier state-based Rules of Golf & Referee Accreditation structure to a five-tier uniform national structure. This five-tier uniform structure will be as follows:

1. Introduction to Club & General Competition Golf (New Tier)
2. Club Level (Existing Tier)
3. State Level (Existing Tier)
4. State Level – Advanced (New Tier)
5. National Level (New Tier – National level accreditation will automatically (and only) be awarded to referees who work at either the Women's Australian Open or Men's Australian Open)

The Committee's first priority is to sign off on the new Golf Australia Club Level program (which builds on, and is similar to, the previous NSWGA and VGA resources). The Rules & Referee Accreditation Review Group (which includes Jenny Hoff, Frank Gal, Therese Ritter, and Simon Magdulski) has been working very closely with both the VGA and NSWGA in order to get to this point. These two bodies have been the driving force behind the establishment of the Club Level program over many years and GA has been very keen to ensure the program moving forward bears out the full benefit of their expertise and experience in developing all of the relevant systems.

Whilst the new GA Club Level Program has not yet been completed, its development is well-advanced to the point the Committee is now inviting states to start to use the resources at their current stage of development. The Committee is very keen for the final product to take account of the thoughts of all states and consequently it encourages states to provide feedback which will be worked back into development until the final product is reached. The Committee is also mindful that the theory behind the development needs to correspond with the practical realities of actual delivery – which is another reason for seeking feedback.

5. Decisions on the Rules of Golf Book – Production of 2010-2011 Edition

Further to the delays experienced in the initial distribution of the 2008-2009 Decisions book, Golf Australia is working with The R&A to achieve an improved outcome for the 2010-2011 edition.

6. Golf Australia Hard Card

Effective immediately, the penalty statement for the Driving Clubs condition on the Golf Australia Hard Card is being amended to bring it in line with the change to the penalty for a breach of Rule 4-1a. No changes beyond this were put forward for 2009 at this stage.

The changed condition in full is as follows:

> "Any driver the player carries must have a clubhead, identified by model and loft, that is named on the current List of Conforming Driver Heads issued by The R&A.
>
> **Exception:** A driver with a clubhead that was manufactured prior to 1999 is exempt from this condition.
>
> *PENALTY FOR CARRYING, BUT NOT MAKING STROKE WITH, CLUB OR CLUBS IN BREACH OF CONDITION:

Match play – At the conclusion of the hole at which the breach is discovered, the state of the match is adjusted by deducting one hole for each hole at which a breach occurred; maximum deduction per round – Two holes.
Stroke play – Two strokes for each hole at which a breach occurred; maximum penalty per round – Four strokes.
Match or stroke play – In the event of a breach between the play of two holes, the penalty applies to the next hole.
*Any club or clubs carried in breach of this condition must be declared out of play by the player to their opponent in match play or their marker or fellow competitor in stroke play immediately upon discovery a breach has occurred. If the player fails to do so, they are disqualified.

PENALTY FOR MAKING STROKE WITH CLUB IN BREACH OF CONDITION:
Disqualification."

7. Measuring Device Local Rule

The following comments received from The R&A regarding distance measuring devices were noted: "The R&A does not have a recommendation as such [as to whether Committees should adopt the Local Rule], but it is interesting to note that the motivation behind the Rule change (originally authorised by Decision) was to allow such devices in 'recreational golf', especially resort golf, rather than 'elite golf', which was not seriously contemplated."

8. Referees for World Amateur Team Championships

Further to a request from the IGF, the following are to be invited to be Australia's representatives on the respective Rules Committees at the World Amateur Team Championships:

Espirito Santo Trophy	Eisenhower Trophy
John Buckley	John Buckley
Sue Fabian	Greg Fitzhardinge
Frank Gal	Frank Gal
Brian Lasky	Jenny Hoff
Simon Magdulski	John Hopkins
Jean Moran	Andrew Langford-Jones
Val Oswald	Simon Magdulski
Therese Ritter	Val Oswald
Barry Shepherd	Ian Read
Peter Spence	Therese Ritter
In reserve – Trevor Herden	Peter Spence
	Scott Wagstaff
	In reserve – Trevor Herden

RULES OF AMATEUR STATUS

9. General Thoughts for Rule Changes for 2012-2015

Golf Australia will continue to put forward to The R&A the thoughts it has previously engaged on, together with those ideas consistent with the forward evolution of the code in general.

10. Decisions on the Rules of Amateur Status Book

It was noted that copies of the new edition of the Decisions on the Rules of Amateur Status book have been distributed to Member States in accordance with state orders.

OTHER BUSINESS

11. Pace of Play Regulations for Match Play

Golf Australia will look to develop Australian pace of play guidelines for match play after taking into consideration the thoughts of The R&A and USGA.

12. Clothing for Officials

Golf Australia will look to develop a uniform for officials working at national championships.

FUTURE MEETINGS

13. Next Meeting

Scheduled to take place during the World Amateur Team Championships.

GOLF AUSTRALIA
Level 3, 95 Coventry Street
South Melbourne Victoria 3205
Telephone: 61 3 9626 5050
Facsimile: 61 3 9626 5095

GolfAustralia

NATIONAL SENIOR ADVISORY GROUP MEETING – MONDAY 21 APRIL 2008 AT ROYAL PERTH GOLF CLUB

SUMMARY

Present: Ian Read – Chairman (GA), Bill Banks (ACT), Les Browne (NSW), Pat Giles (VIC), Tony Mazzone (SA), Paul Pearson (NT), Carmel Smith (Qld), Alex Cleave (WA) [Sub. for Bob Howe]

In attendance: Jan Plaisted (WA), Trevor Herden (GA) and Therese Ritter (GA)

Apologies: Bob Howe (WA) and Bruce Kelly (TAS)

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1. Previous Meetings' Minutes:

The Minutes from the meeting of 16 November 2007 were approved.

2. Australian Men's Senior Championship - Future Venues

A formal letter has been sent to Bribie Island Golf Cub regarding it hosting the 2009 Australian Men's Senior Amateur Championship. It is hoped to hold the 2010 Championship will be at Royal Canberra Golf Club and 2011 at Kooyonga Golf Club. It was requested to play the 2010 event at the end April which would be more suitable to the club and more weather conducive. These recommendations [1] will be tabled at the next meeting of the Championships Committee. An updated National Championships rota will be distributed to all Committee Members.

3. Women's Senior Golf

The Chairman advised that the Board wished to progress women's senior golf. General discussion surrounded the current Women's Senior Amateur and other senior golf events for women. The NSAG recommends [2] a change to stroke play for the Australian Women's Senior Amateur in 2011 (or earlier if appropriate) and incorporate a Women's Senior Match Play Championship with the Men's Senior Match Play Championship. These changes will be promoted over the next two years.

It was also agreed Carmel Smith and Therese Ritter will prepare a paper outlining the current position of women's senior golf throughout Australia, to be ready for the next meeting. There was a suggestion of introducing an Australian Mixed Seniors Event.

There was discussion regarding the "Lizard Trophy" for the Australian Women's Senior Amateur. The NSAG recommends [3] this be discontinued and the new Trophy introduced by GA in 2007 be used. It was noted that winners of the championship prior to 2007 are incorporated on the new trophy.

4. Australian Men's Senior Match Play Format

A paper was tabled providing an additional format for those players who are eliminated from the Match Play Championship. The NSAG recommends [4] retaining the 2007 format, but reducing the field size to 32. It was requested an accommodation package be arranged with Barwon Heads Golf Club.

5. Australian Senior Order Of Merit

It was agreed to allocate full points (this time) to those players from the Tasmanian Open even though it was reduced to 18 holes and the field was small. Ian Read advised that the ASOOM will be reviewed [as part of a general review of all ranking events] by the Championships Committee, however NSAG would continue to have input into the conditions.

An e-mail from Richard Froebel was tabled. Pat Giles advised he had spoken to Mr Froebel regarding the issues.

There was continued discussion from the last meeting as to whether the State Opens should remain ASOOM events largely due to slow play issues an the attitude of some of the professional players. It was agreed to contact the State Associations who conduct the Opens to attempt to rectify the slow play issue.

Therese Ritter to send a Medal to Norman Way as the 65+ winner of the 2006-2007 ASOOM.

6. Team Events

The NSAG recommends [5] that GA advocates for the return to a six man team event for the Asia-Pacific Amateur Senior Teams Championship.

The NSAG recommends [6] the Sanctuary Cove Cup becomes the Golf Australia Senior Men's Trans Tasman Event and that investigation commence on establishing a Senior Women's Event.

The NSAG recommends [7] Golf Australia selectors be responsible for selecting all Australian Senior Teams (ie. The Asia-Pacific, ADF and Sanctuary Cove Cup). NSAG will assist in providing suggested selection guidelines.

7. Golf Australia Website

NSAG felt the Golf Australia website was difficult to navigate. Ian Read advised that the Board had granted permission to link to outside websites. A link will be included to the AUSOOM website [prepared by Denis Dale].

8. Accommodation Packages

The NSAG recommends [8] Golf Australia source accommodation packages for players at National Championships. This will be referred to the Golf Australia Commercial Development Committee.

9. USGA Senior Match Play Championship Exemptions

Trevor Herden advised the USGA is currently reviewing exemptions to all of its Championships, and it will consider an exemption for the Australian Senior Match Play Champion into the US Senior Match Play Championship.

10. Date of Next Meeting

To Be Confirmed.

GolfAustralia

Delegations of Authority

Delegation of Authority Policy

The following sample outlines a set of policies and procedures that define the limits of authority designated to specified positions of responsibility within Golf Australia, and to establish the types and maximum amount of obligations that may be approved by individuals.

PURPOSE:

This Delegation of Authority policy is established to define the limits of authority designated to specified positions of responsibility within the Company and to establish the types and maximum amount of obligations that may be approved by individuals. The approval of commitments and transactions outlined in this policy must always be made by the parties that have been designated the responsibility for final approval.

Persons who have employees reporting to them should take all necessary steps to ensure their employees know and follow the policy. In this connection, all managers should periodically consult with their staff members to determine that appropriate procedures for implementation of the policy have been developed and are being followed.

MATTERS RESERVED FOR THE BOARD

The matters specifically reserved for the Board under the Delegation of Authority Policy include decisions about Company strategy and policies, as well as matters involving amounts over specified limits (which varies depending upon the nature of the transaction). The Board also has authority for succession planning for the Chief Executive Officer.

The Board reserves to itself all matters with the potential to have a material impact on the reputation of the Company.

DELEGATIONS TO CEO

All matters not specifically reserved for the Board and necessary for the day to day management of the Company are delegated to the CEO. The CEO can sub-delegate authority where appropriate.

REPORTING TO THE BOARD

As part of the framework set up by the Delegation of Authority Policy, management is required to report regularly to the Board concerning the authority exercised and matters which come, or may come within, the scope of the matters reserved for the Board. The reports cover a range of matters, including sub-delegations, litigation activity, financial performance and risk management.

FINANCIAL COMMITMENT APPROVALS

On an annual basis management will prepare and present to the Board an operating budget which estimates the revenue and expenditure of the Company. The annual budget, once approved, forms the following basis for the financial delegations for the company:

1. The Board approves the operating budget which includes revenue forecast, expenditure commitments and salaries for the year.
2. Management are delegated to operate within the operating budget from an expenditure perspective and delegated as follows:

    a. Board approval is required for all contracts including:
        i. Material commitments in relation to the implementation of Company strategy and policies
        ii. Non sponsorship related contracts (either revenue or commitments) in excess of $500,000 during the contract term
        iii. Sponsorship contracts in excess of $1,000,000 in cumulative revenue during the contract term
        iv. Personnel appointments reporting directly to CEO
        v. Instigation of and/or settling of litigation

    b. Chairman of Finance, Audit and Risk Committee approval is required for all:
        i. Non sponsorship related contracts in excess of $250,000 during the contract term
        ii. Sponsorship related contracts in excess of $500,000 in cumulative revenue during the contract term
        iii. Employee remuneration outside of the approved operating budget

    c. Chief Executive Officer approval is required for all:
        i. Expenditures and payments over $25,000 outside of approved budgets
        ii. Non sponsorship related contracts in excess of $50,000 either revenue or commitments during the contract term
        iii. Sponsorship contracts that vary more than 25% from approved values and/or in excess of $250,000 (cash or VIK) in cumulative revenue during the contract term
        iv. Employment contracts
        v. Payments over $100,000

    d. CFO can approve contracts or payments for expenditures within approved operating budget or below amounts above.

    e. Chairman will approve CEO expense claims.

Where to go for more information

Anna McCallum, our CFO, is responsible for the implementation and monitoring of this policy. Please direct any questions to her.

THE HON KATE ELLIS MP
MINISTER FOR SPORT

MEDIA RELEASE

6 May 2008

NEW DIRECTIONS FOR AUSTRALIAN SPORT

The Rudd Government today advanced its new vision for Australian sport, with the release of a new directions paper and the appointment of five new members to the Australian Sports Commission (ASC).

"It is clear that we need new directions to meet the emerging challenges in sport and to maintain our status as one of the world's greatest sporting nations." Minister for Sport Kate Ellis said.

"If we are to safeguard the future of Australian sport, we must be prepared to embrace necessary reform."

"Our Government will also ensure that sport and physical activity play a key role in our preventative health agenda."

The directions paper *Australian Sport: emerging challenges, new directions* outlines two key areas where the Government will introduce reform: the way we support elite sport; and the manner which we use sport to boost participation and physical activity to help build a healthier nation.

It further outlines particular projects the Government will pursue this term which include:

- the promotion of the position of women in sport
- improving program delivery of indigenous sport
- enhancing support and recognition of disabled sport

Ms Ellis said the talents and experience of the incoming Commission members announced today matched the new direction of Government sport policy in the coming years and she felt confident they would each make important and positive contributions.

The new ASC members to help strengthen Australia's sporting future are:

- Liz Ellis – former Australian Netball captain and lawyer
- David Gallop – experienced sporting administrator
- Kate Allen (nee Slatter) – multiple Olympic rowing medallist and banking executive
- Kyle Vander-Kuyp – current Australian hurdles record holder and indigenous community leader
- Sally Carbon – Olympic Hockey gold medallist and children's author

Parliament House, Canberra ACT 2600 Australia • Tel: (02) 6277 7350 Fax: (02) 6273 4094

ASC Chairman Peter Bartels and existing members Alisa Camplin and Greg Hartung will remain on the board, with Mr Hartung appointed the new Deputy Chairman.

Five other ASC board members retire today as their terms end. They are outgoing Deputy Chair Alan Jones, Roy Masters, Pam Tye, Kieren Perkins and Geoff Stooke.

"The Rudd Government records its great appreciation to these retiring Commission members – each have been significant servants and supporters of Australian sport," Ms Ellis said. "I note the long service and strong contributions of each."

Changes have also been made to the board of the Australian Sports Foundation (ASF). Greg Hartung will replace Pam Tye as ASF Chair and Sally Carbon will take the place of Geoff Stooke.

The Australian Sports Commission is the Government body that manages, develops and invests in sport at all levels. It works closely with a variety of national sporting organisations, state and local governments, schools and community organisations to ensure sport is successful and accessible.

The Australian Sports Foundation was established by the Australian Government in 1986 to assist community organisations raise funds for the development of Australian sport.

* *Australian Sport: emerging challenges, new directions* is available at **www.health.gov.au** or on request.

Media contact: Brent Hooley 0434 561 033

Australian Government

AUSTRALIAN SPORT:
emerging challenges, new directions

AUSTRALIAN SPORT:
emerging challenges, new directions

THE NEED FOR REFORM

Australia has long over-achieved and out-performed our competitors on the sporting stage but that stage is becoming increasingly crowded and competitive. Whilst new competitors are emerging and old foes are growing stronger, Australia must adapt to these changing circumstances and embrace change. No longer can it simply be business as usual.

Reform of the Australian sports system – both at elite and community level – can be put off no longer. Over the past decade there have been many reports into sport – the Oakley report, the Senate's inquiry into women in sport, a review of the ASC act, an unreleased plan for disabled sport – and yet very few of the recommendations have been acted upon.

It is clear that we need new directions in sport to meet the emerging challenges and to maintain our status as one of the world's greatest sporting nations.

If we are to act responsibly and safeguard the future of Australian sport, we must now embrace reform. And it must range from the very highest levels of elite sport, right down to the grassroots.

The Rudd Government believes we need new direction in two key areas: the way we support elite sport; and the manner which we use sport to boost participation and physical activity to help build a healthier nation.

Federal sport policy is delivered through a range of structures. These include the Australian Sports Commission, the Australian Sports Anti-Doping Authority and the Department of Health and Ageing. In turn they talk to stakeholders including the State Government and their institutes and academies, the National Sporting Organisations, athletes and bodies such as the Australian Olympic Committee, the Australian Paralympic Committee and the Australian Commonwealth Games Association.

While this paper outlines the direction the Rudd Government believes sport policy should move, further detailed conversations need to take place with each stakeholder.

The Rudd Government is not seeking to tear down the structures and systems that have made Australian sport as strong as it is today. Rather we are building on the good work done in the past to make sure Australian sport stays strong into the future.

We believe the system needs to be modernised to meet the new and emerging challenges of the global sporting environment.

In addition this paper will outline a number of specific projects that this Government will focus upon in this parliamentary term, namely improving the status of women in sport, improving delivery of indigenous sport and will examine how to improve access for disabled athletes at both elite and grassroots level.

THE IMPORTANCE OF SPORT

Sport is integral to Australia's way of life, our view of ourselves and how we are viewed by the rest of the world. It helps build the social cohesion that binds families, communities, regions and the nation. No other facet of our culture has the capacity to bring together so many different streams of Australian life in mutual joy and celebration. Cathy Freeman's 400m win in 2000, John Aloisi's penalty against Uruguay that sealed our first World Cup qualification for 32 years, or Kieren Perkins astonishing gold medal win in Atlanta are not only great sporting moments but great Australian moments.

Sport is important for more than just reasons of national pride, or even as a way of building a fitter, more vibrant nation. Sport reaches across our society in ways which are not always apparent, and involves even those who profess no love of sport.

Sport and recreation are major components of the national economy, be it through employment in the sport and recreation industry (75,155 people in 2006), sales of goods and services both domestically and internationally and small business development.

In 2004-05, the total income generated by the sport and recreation industry in Australia was estimated at $8.82 billion. The income reported by sports and physical recreation clubs, teams and sports professionals was $1.88 billion and sports and physical recreation administrative organisations was $1.53 billion.

Sport is also a powerful tool for international engagement. We must not overlook the importance of sport in tourism, aid and trade.

Australia has developed an international reputation for sporting excellence, through our national team performances, the staging of major international events including the Olympic and Paralympic Games, the 2003 Rugby World Cup and the Federal Government is supportive of the Football Federation's bid to bring the World Cup to Australia in 2018.

Major international sporting events yield opportunities in tourism. Such activities attract people to Australia's rural and regional areas as well as major cities generating income and employment for local economies. Further, it can be said that major events attract sizeable global television audiences, providing significant opportunities to promote Australia as a tourism destination.

Sport also provides an opportunity for Australia to show leadership in assisting developing countries through the provision of resources, services, knowledge and facilities, to access the benefits of physical activity and sport including social cohesion, capacity building within communities, and raising the profile of other nations. The intersection of sport and international volunteering also gives rise to some strong regional engagement opportunities.

At a local level, involvement in sport builds families as well as communities. Active parents provide positive role models for children for engaging in sport and for maintaining lifelong activity. As importantly, the parents who are involved in their children's sport through coaching, umpiring and general volunteering send a powerful message about the importance they place on sharing and valuing the efforts and interests of their children.

Sport has a range of benefits at both the community and individual level. At the community level, sport brings people together, break downs barriers and unites those who may have nothing else in common. Sport has a unique ability to transcend race, religion, gender and creed. It is truly a tool of social cohesion.

At the individual level the Rudd Government believes an involvement in sport from an early age can help build character and discipline in children that they can be applied to other aspects of their lives. The precepts of hard work, self-esteem, good health, discipline and team work that are necessary to achieve success in any sporting endeavour can be translated to everyday life.

Sport is also a powerful tool in building the health of the nation. The Rudd Government has already ensured that sport is an integral part of its preventative health agenda.

ENSURING AUSTRALIA'S CONTINUED SUCCESS AT ELITE LEVEL

Background

Australians have become used to over-performing at elite level competition. From the nadir of failing to win a gold medal at the 1976 Montreal Olympics, and only garnering five medals in total, Australia has rebuilt its reputation as a formidable sporting nation that consistently excels at Olympic level.

At the 1988 Seoul Games we won 14 medals, three of which were gold, at Barcelona this improved to 27 in total, seven of which were gold, further improvement was achieved at Atlanta with 41, including nine gold, which was followed by the fantastic success at Sydney 2000 with 58 medals and 16 gold and then Athens with 49 medals in total and a record 17 gold.

Outside the Olympics we have seen our national teams achieve phenomenal international successes, with world championships in rugby, cricket, women's basketball, men's and women's hockey, rugby league, cycling, women's lacrosse, and netball to name just a few.

The establishment of the Australian Institute of Sport in 1980 was a key reform that paved the way for much of the subsequent success. We pooled our resources, found a new focus in sport science and placed the benefits of excellence in coaching at the hub of the system.

In many ways the AIS was a pioneer in its field, not just in Australia, but globally and developed a reputation as the Harvard of world sport academies.

The formation of the Australian Sports Commission was another pivotal moment but more than 20 years on the ASC must also adapt to the changing circumstances it now finds itself in. The ASC has provided powerful leadership for sport in the past and will continue to do so in the future as part of a newly co-ordinated sporting landscape.

Emerging Challenges

It is clear global competition is getting tougher and many of our competitor nations are devoting increasing resources to sport.

Many countries have adopted elite sports structures and programs similar to those in Australia, and many Australian coaches and scientists have accepted opportunities overseas, with some now making substantial contributions to the performances of Australia's major competitors.

It is true the raw numbers are against us. Our elite talent pool is estimated at 200,000. Compare this with the United States' 2 million and China's 20 million. Australia's population is also ageing while countries such as China have far younger populations.

In addition, available information points to the fact that a number of Australia's closest competitors in major international competition have dramatically increased the resources available for sport in total. Many have adopted targeted programs to develop successful athletes in particular sports.

The British government, in particular has ramped up its spending in sport, after many years of neglect, as it prepares for the Olympic Games in London in 2012. Many European nations are building resources in sport where they have been traditionally weak, but in which Australia has been strong.

There are also anecdotal reports that China has as many as 20,000 full-time athletes in training as Beijing prepares to host the 2008 Olympic Games.

While Australia may not be able to compete on a dollar-for-dollar basis with some of these larger countries, it is clear we need to respond to the emerging challenge they pose.

New directions

The Rudd Government will reform the delivery of our elite sporting programs to minimise duplication and maximise the benefits and effectiveness of available resources.

We must use sports funding smarter, re-committing to science and technology, sharpening and reshaping existing structures and redefining the relationship between the AIS and the state and territory sports institutes and academies to better focus our investment. We will remove the duplication where it exists between the AIS and state institutes and ensure that every dollar being invested in elite programs is being used most effectively.

Innovation, research, science and technology will be the drivers of Australian sporting excellence in the decades to come and we will look for ways to work closer with our universities to improve our sport science base. We will prioritize investment in sport science as a key driver of our competitive advantage.

We need to put the necessary reforms in place now to resume Australia's innovative approach to elite sport or risk jeopardising our place as a leading sporting nation.

We can lock in beyond doubt the AIS's reputation as the Harvard of world sport but the Federal Government cannot continue complacently. Some of these reforms will be difficult and controversial but they are necessary.

We will also take into account the relationship between the ASC, the AIS, National Sporting Organisations, State Governments and their sporting institutes and academies to find the most effective way of structuring their interdependent relationships.

The Rudd Government will appoint an independent panel to advise upon the best means to implement such change.

The National Sporting Organisations, not governments, run sport in Australia. They perform a vital role in ensuring Australians have access to many different sports. They are responsible for developing athletes, all the way from the youngest child to our Olympic champions. They are the backbone of sport in Australia and must be nurtured and supported to help sport fulfil its enormous potential.

The Government would also like to encourage greater recognition of the importance of coaches and will examine the re-establishment of the Australian Coaching Council, or other measures, to equip them with the latest and best information in their fields. Recognition that coaches are role models and mentors needs to be enhanced. It is often the case that a junior athlete commitment and enthusiasm for a sport is based almost entirely on the quality of their coach. In many ways Australia's future sporting success is up to our coaches and training officials.

The Rudd Government also believes the ASC must continue to produce innovative programs to find and develop Australia's best athletes.

Programs such as the National Talent Identification and Development Program, which assist sports in identifying talented athletes and prepare them for participation in domestic, national and eventually, international competition are crucial in finding the next generation of athlete.

Likewise, the development of the European Training Centre is evidence of a creative approach to equipping our athletes to meet global competition. The Centre will provide, and facilitate high level support for Australian athletes whilst training and competing overseas in key international sporting events, in particular in the lead up to the 2012 London Olympic and Paralympic Games.

INCREASING PARTICIPATION RATES AND MAKING SPORT PART OF THE PREVENTATIVE HEALTH AGENDA

Background

The Federal Government believes rather than debating the merits of elite sports versus community sport, we should embrace and recognise the vital interconnections between the two. The reality is that our elite sport system only prospers when we have a strong talent base on which to draw. Equally, having successful and high performing role models in sport is integral to encouraging children to take up sport and aspire to reach their own dreams.

In recent times, junior and community sport has been approached with a focus, almost exclusively, on increasing the pool from which our elite athletes can be drawn. This focus must be dramatically expanded. We must recognise that everyone's involvement in sport and physical activity brings its own rewards.

Whereas early federal sports policy had a clear focus on community physical activity and 'Life. Be In It' style programs, this has declined over time to become virtually non-existent.

Community participation in sport spans a number of central objectives: developing basic skills and healthy disciplines in young children; contributing directly and significantly to better health and prevention of chronic disease across all segments of the community; and promoting a more inclusive and engaged community.

Yet at a community level, participation in sport and local activities is declining. Federal sports policy must fill this void and play a central role in a preventative health agenda. It is why the first decision of the Rudd Government in this area was to shift Sport into the Health portfolio.

Emerging challenges

There are obvious challenges. In 2004-05, 70% of Australians aged 15 years and over were classified as sedentary or having low exercise levels. No improvements have been seen since exercise levels were measured in 1995. These low exercise levels have been a major contributor to Australia's current status as one of the world's most overweight developed nations.

Over a 15 year period, from 1989-90 to 2004-05, the proportion of obese adults in Australia has doubled (from 9% to 18%). These dramatic increases in body weight have already seen the number of Australians with diabetes triple over the past two decades. This will dramatically escalate if the historical growth rate in obesity is not abated. That growth rate, when combined with demographic ageing, could see obesity rise to some 29% of the population by 2025.

Sport and physical activity offer powerful defences against obesity and associated chronic diseases such as Type 2 Diabetes and the Federal Government is determined to get Australia active again.

At the community level, participation in sport and local activities is declining. In the past decade, time spent by Australians on sport and outdoor activity decreased on average by nearly an hour a week, while time spent on activities such as watching television and using the Internet increased by an hour.

In a recent survey, approximately 11.8 million Australians (73%) reported no involvement in organised sport. In 2005–06, approximately 5.5 million people reported that they did not participate in any sports or physical recreation activities of any kind over the preceding year.

New directions

The Rudd Government has already placed the sport portfolio in the Department of Health to underscore its new approach to the benefits of sport to the general population. We will continue to champion the benefits of sport in building a healthier nation.

The Government is bringing forward this year's annual meeting of Federal and State sport ministers to quickly address these issues and to find a common ground in the best way to build participation across all age groups in community sport.

It is also being proposed that the issue of using sport to assist in the Federal Government's preventative health agenda be placed on the agenda for a future Council of Australian Governments meeting. Additionally the Preventative Health Taskforce will incorporate sport and physical activity into its 2008 agenda.

The Rudd Government will ensure that sport and physical activity are key elements of our preventative health agenda and we will deliver this through the forums previously mentioned.

In addition, the Rudd Government will work with the National Sporting Organisations, to revitalise the building blocks of school and community sports.

We will examine ways to support community sports clubs. The Government recognises that increasing participation requires strong local clubs, which in turn are built on the unstinting hard work of volunteers, whether they be coaches, assistant coaches, umpires and referees, administrators, the dad who cooks the barbie or the grandma who cuts the oranges for the half-time break.

They are all part of a greater network of sport volunteers who have made Australian sport what it is today, and what it will be tomorrow. The Government believes they should be applauded for their selfless efforts and more appropriately recognised.

The Government will also introduce programs such as Local Sporting Champions which will be will be available to children and young people up to the age of 18 years old to compete in significant sport or specialist sporting events which involve travel greater than 250km.

The Government is committed to ensuring children are active. More than 150,000 children have participated in, and learned basic sporting skills in the Active After Schools Community Program and the Government will examine how this program can be further developed and improved so that more children commit to regular sporting participation as a result of their involvement. The Government will also examine how links with community clubs and sporting stakeholders can be improved to ensure the most effective structure of the program is in place.

We also recognise that many National Sporting Organisations are running tremendous grassroots programs to boost participation. The Government will work with these National Sporting Organisations to share information and expand on successful principles and programs.

We recognise that participation in sport and physical activity requires adequate local facilities. The national drought has created particular difficulties and we will discuss with State and local Government, as well as other Government departments an appropriate approach to the provision of sporting infrastructure to help sporting clubs and organisations offer the best opportunity to maximise their ability to attract new participants and develop and retain existing members.

PROMOTING WOMEN IN SPORT

Emerging Challenges

The Rudd Government believes women's sport has not received the profile that it deserves in a country that idolises its sporting heroes. We are a country which produces a remarkable number of truly inspiring and amazing female athletes. They deserve to be recognised and celebrated as the heroes that they are and household names they should be.

Women's sport in Australia has been victim of the vicious circle in which poor media exposure leads to lesser profile and exposure, which leads to lesser sponsorship and remuneration opportunities, which leads to less financial support and opportunities for promotional activities which leads back to less media coverage. The cycle must be broken.

Raising the profile of women in sport is an important challenge for Government. Only 53% of 14 year old girls and 30% of women over 65 participate in organised sport. Only 13% of executive positions in the top 40 sporting organisations are filled by women. And only 2% of televised sport is women's sport.

For a country that loves to celebrate our sporting achievements it is fundamental that we give all Australians recognition of achievement and sporting heroes to inspire them.

New directions

Women have been sidelined and marginalised in Australian sport for too long. This has been widely acknowledged, most recently by a Senate Committee Report on Women in Sport and Recreation in Australia which was delivered under the previous Government but never responded to. It is now time for action.

The Rudd Government will examine the Senate report into this issue, along with the submissions made to the enquiry and the broader debates and finally ensure that a Federal Government responds to the issue. More importantly, the Rudd Government will act.

The Government made election commitments to help televise a new national soccer league for women and has also invested in the new Trans-Tasman netball competition.

We will also look to create more training opportunities for women, put in place a structure to appropriately recognise achievement to take real and practical steps to tackle the under-representation of women in sport.

In conjunction with the Office for Women, the Australian Sports Commission also provides funding through the Sports Leadership Grants for Women Program in five key areas: high performance coaching and officiating; Indigenous women; women in disability sport; women from culturally and linguistically diverse backgrounds; and women in general sports leadership.

The promotion of women in sport will be a key priority for the Rudd Government to address this term.

MAXIMISING EFFECTIVENESS OF INDIGENOUS SPORT PROGRAM

Emerging challenges

Research indicates between 2001 and 2005 there has been a shift towards lower levels of physical activity by Aboriginal and Torres Strait Islander people. There has also been an increase in the proportion of sedentary behaviour amongst Aboriginal and Torres Strait Islander peoples aged 15 years and over during this period from 37% to 47%.

Sport and physical activity can help close the gap between Indigenous and non-Indigenous Australians life expectancy by providing a practical tool for Indigenous communities to achieve positive outcomes in areas such as physical wellbeing and mental health, education and social dysfunction.

New directions

For too long the funding of indigenous sport has been heavily fragmented between Federal Government, State Governments, non-Government organisations and sporting bodies.

It would be a great advantage to better coordinate the different pools of Government and private dollars to use these funds more efficiently, identify duplication and focus on how it can be spent more effectively to achieve best results.

The Federal Government must work closely with National Sporting Organisations on their existing indigenous sport initiatives and ensure that Government itself has the most effective funding structure in place. Major sports such as Australian Rules Football have already made great strides in building links with indigenous communities.

The Government must build on existing programs such as its commitment to help fund a team from the Northern Territory to play in either the South Australian National Football League or the West Australian Football League. Such a program is aimed at maximising the career potential of young Indigenous players without forcing them away from their homes and to also offer a clearer pathway to the Australian Football League for the elite players.

The Government will enhance the capacity and coordination of sport participation and development programs for Indigenous Australians in partnership with State and Territory Government sport and recreation agencies, through the engagement of Indigenous Sport Development Officers, and National Sporting Organisations.

Further, we will promote Traditional Indigenous Games and Cross Cultural Awareness programs, as well as support talented Indigenous Australians to progress along mainstream sporting pathways.

ENHANCE SUPPORT AND RECOGNITION OF DISABLED SPORT

Emerging challenges

There are clear impediments to participation in organised sport and physical activity for people with disabilities. In line with the Government's commitment that everyone will have the opportunity to participate in sport, recreation and physical activity, we need to ensure that, at the community level, there are no barriers for people with disabilities to participate.

New directions

Another report commissioned under the previous Government, this time on disabled sport also lies idle. That report needs to be examined to find methods to improve pathways into elite for disabled athletes but also to improve participation more broadly.

Elite athletes with disabilities are elite athletes and should be recognised as such. Having opportunities and access to sporting pathways are paramount to the success of these athletes.

The Federal Government will consult with State and Territory Governments, various sporting groups for the disabled including the Australian Paralympic Committee and National Sporting Organisations to ensure that there are appropriate opportunities and access to sporting pathways to support athletes with a disability.

ONGOING APPROACH

The Rudd Government is not seeking to tear down the structures and systems that have made Australian sport as strong as it is today. Rather we are building on the good work done in the past to make sure Australian sport stays strong into the future.

In this regard there are a number of areas where the Federal Government will seek to address long-standing issues that have still to be fully resolved by sport.

We believe Australia should be at the forefront of the war against doping in sport. The Rudd Government makes no apologies for taking a tough stance on drugs in sport and will be vocal and strong in delivering its anti-doping message both at home and internationally through its strong representation on the board of the World Anti-Doping Agency.

Australian Sports Anti-Doping Authority (ASADA) is already acknowledged as a world leader in its field and the recent appointment of John Fahey as WADA President will give further weight to Australia's leadership in the fight against drugs in sport.

ASADA was created in 2006 in order to establish a new, independent body to ensure all doping allegations are fully and rigorously investigated. ASADA has the important role of implementing the Australian anti-doping regime consistent with the World Anti-Doping Code and the powers provided by its enabling legislation.

ASADA's role is also to assist National Sporting Organisations, athletes and support personnel to meet their anti-doping responsibilities through the delivery of a range of programs, including education services.

It has more tools than ever before to catch those who try and cheat not only the system but their fellow athletes. ASADA can now detect anti-doping rule violations through a strategic, targeted and efficient detection program that incorporates both testing and investigations.

The Rudd Government will continue to ensure Australia remains a world leader on anti-doping.

High profile athletes are also well placed to be positive role models for our current and future athletes and to the community more generally. The Government has already engaged with the professional sports as part of its campaign to address the problem of binge drinking in our community.

We see athletes and sporting organisations as being ideally placed to spread the message about the benefits of a healthy lifestyle. They are an important part of the solution and not the cause of the problem. It is important that our sporting community is utilised to spread positive messages and not just negatively lambasted when scandal arises.

Similarly, the Government believes athletes have an important role to play in reinforcing the Government's campaign on illicit drug use.

Sporting heroes are significant role models in our community who have the capacity to send mixed messages about the impact of dangerous drug use on a person's health and wellbeing.

The Rudd Government will work with the National Sporting Organisations to implement a consistent illicit drug strategy which is aimed at both player welfare and broader messages to the community.

We recognise the important role that sport can play in whole-of-government initiatives whether it be in community information, social inclusion or multicultural integration. To this end the Rudd Government will seek to strengthen the relationship to National Sporting Organisations and appropriately expand the role of sport.

CONCLUSION

Australia has a long and proud sporting history but to maintain our position, and to enhance it, change is a must. The Rudd Government believes as a nation we must re-apply ourselves to the pursuit of sporting excellence.

At the same time the Government also believes that sport plays a crucial role in developing a vibrant, healthy nation and that sport can be a powerful, uniting force for all Australians.

To stand still is not an option.