GOLF PARTICIPATION PLAN 2013-2016

GOLF NSW
GolfNT
GolfQueensland
GolfSA
GolfTasmania
GolfVictoria
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INTRODUCTION

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The Need for Change

Since 2000, the number of golf playing members at clubs has been slowly declining at an average of 1.48% per year (refer National Golf Census 2012). This equates to a decrease of 80,236 playing members. Were the current trend to continue for the next 10 years, there could be a potential loss of 137,000 members since the year 2000, bringing the total club playing membership to approximately 353,000.

This is a challenge for the sport and a key issue that needs to be addressed through developing innovative strategies to retain and attract participants to the game; where there has been a shift to greater "casual" play.

There are a number of reasons for this trend which include:

- A time-poor population
- The relatively high cost of joining a club as an adult when compared to other sports
- An increasing number of other recreational pursuit options

These issues represent challenges and opportunities and golf needs to adapt and change.

According to **Golf's 2020 Vision: The HSBC Report, 2012; Golf in 2020:**

- Golf clubs will become more family friendly
- Six and nine hole formats, and other short-forms will complement the18 hole tradition
- Golf will benefit from its association with younger players
- Golf will become more unisex as more women come into the game
- Golf simulation games will become mainstream

As the National Sporting Organisation overseeing the future of golf in Australia; Golf Australia's key objective is to raise the level of interest and participation in the game.

The purpose of the Participation Plan is to provide a road map on how Golf Australia in collaboration and alignment with its key partners through a 'Whole of Sport' approach will develop national strategies that are delivered locally to achieve its participation objectives.

The Participation Plan will be a live working document.

Inclusion

Golf Australia supports the rights of people with disabilities to be involved in all facets of golf and is committed to creating pathways for athletes with a disability by breaking down the barriers to participation within the sport.
Golf Australia is committed to providing opportunities for Indigenous people to participate in the game.
Golf Australia is committed to developing inclusive practices that are aimed at embracing people from diverse cultural backgrounds to the game.

GOAL

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GOAL

Increased participation and sustainability in golf

STRATEGIC OBJECTIVE

To grow participation in golf through a range of development programs, that are agreed to and implemented in partnership with key stakeholders including the Australian Sports Commission, Member Associations, Junior Foundations, Professional Golfers Association of Australia, Australian Ladies Professional Golf, Clubs, Public Golf Facilities, School Sport Associations, Golf Management Australia, National Golf Disability Alliance and the Indigenous Golf Advisory Board

KEY DRIVER

Increased participation and sustainability in golf will ensure the future growth of the game and existence of clubs as viable entities

SITUATION ANALYSIS AND TARGET AUDIENCES

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SITUATION ANALYSIS AND TARGET AUDIENCES

The following section provides an extensive assessment of where golf is currently placed regarding key participation aspects; and from this information, gaps, opportunities, risks and target audiences can be identified for developing strategies to achieve the desired participation outcomes.

Golf Participation compared to other Sports

Golf currently ranks fourth in Australia among the following selected sports for 'regular participation', which in the context of golf is defined as > 3 rounds per year.

Ranking	Sport	Number of Participants
1	Cricket	880,291
2	Australian Football	790,905
3	Federation Football	682,990
4	**Golf**	**584,300**
5	Basketball	582,000
6	Tennis	543,013
7	Bowls	490,090

Source: *Comparative Sports Review, Street Ryan, 2012*

Total Sport Participation Average Annual Change

The fastest growing selected sports over the past decade have been cycling, rugby league and tennis. Golf is ranked eighth with an average annual increase of 1.6% which is attributed to the shift from club membership to greater non-member (casual play), which currently represents 37% of golf participation (> 3 rounds per year).

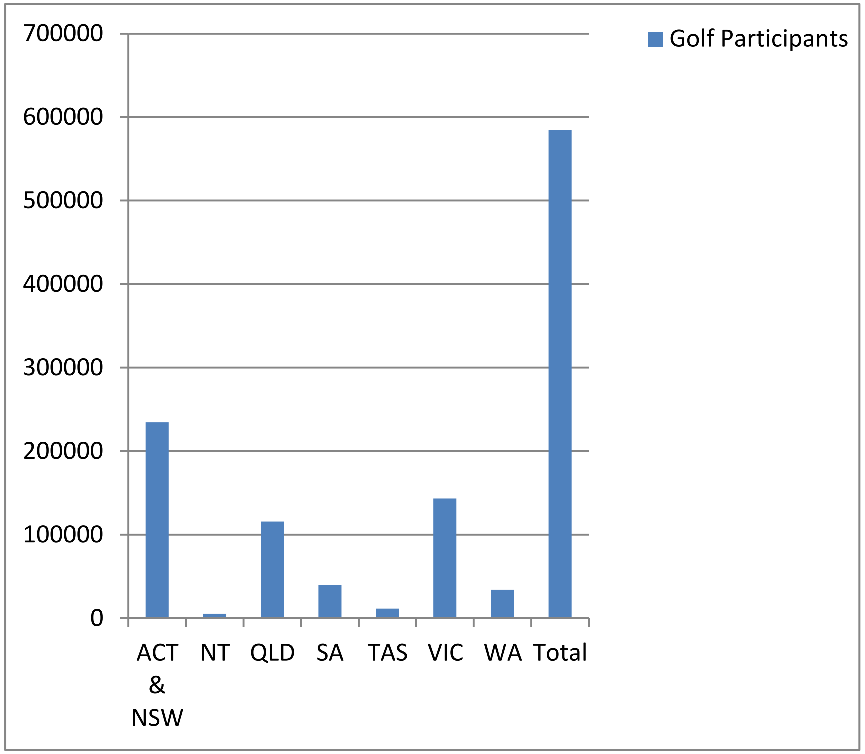
Ranking	Sport	Average Annual Increase 2000/01 to 2011/12
1	Cycling	11.7%
2	Rugby League	10.7%
3	Tennis	9.4%
4	Federation Football	7.0%
5	Cricket	5.5%
6	Australian Football	4.9%
7	Bowls	4.7%
8	**Golf**	**1.6%**
9	Rugby Union	1.5%
10	Basketball	0.2%

Source: *Comparative Sports Review, Street Ryan, 2012*

Golf Participation by State/Territory

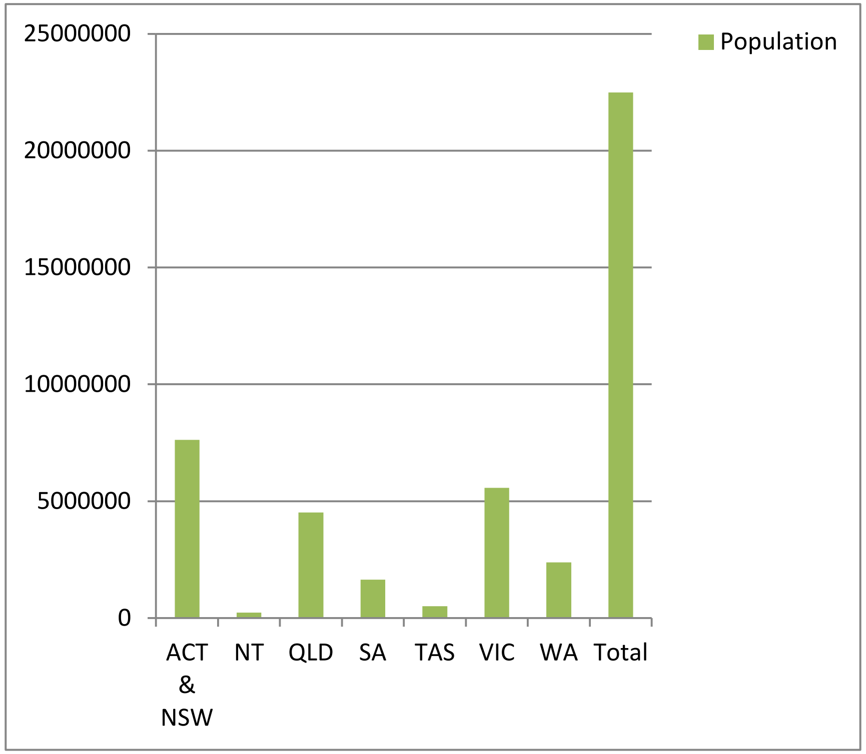
In regard to golf participation in each State and Territory, NSW & ACT ranks the highest with 234,741 participants, followed by Victoria, Queensland, Western Australia, South Australia, Tasmania and Northern Territory. This is in parity with the population size of each State and Territory.

Golf Participation and Population by State/Territory



Source: *Comparative Sports Review, Street Ryan, 2012*

Population by State/Territory



Source: *Australian Bureau of Statistics*

Global Golf Participation Trends

According to the National Golf Foundation, the number of golfers in the U.S.A. who played golf at least once a year fell from a peak of 30 million in 2005 to 25.7 million in 2011. Private club memberships according to Golf Inc. Magazine currently stand at around 2.1 million; which is 900,000 below the peak of 3 million in the early 1990's.

KPMG reported that golf participation in Europe at the end of 2011 after 20 years of growth, experienced a decline of 46,000 registered players. It is interesting to note that in the UK and Ireland golfers do not need to be registered to play, and as such the reduction of registered players could be attributed to cancellations of club memberships with many of these "casual golfers" continuing to play on a 'pay-for-play' basis.

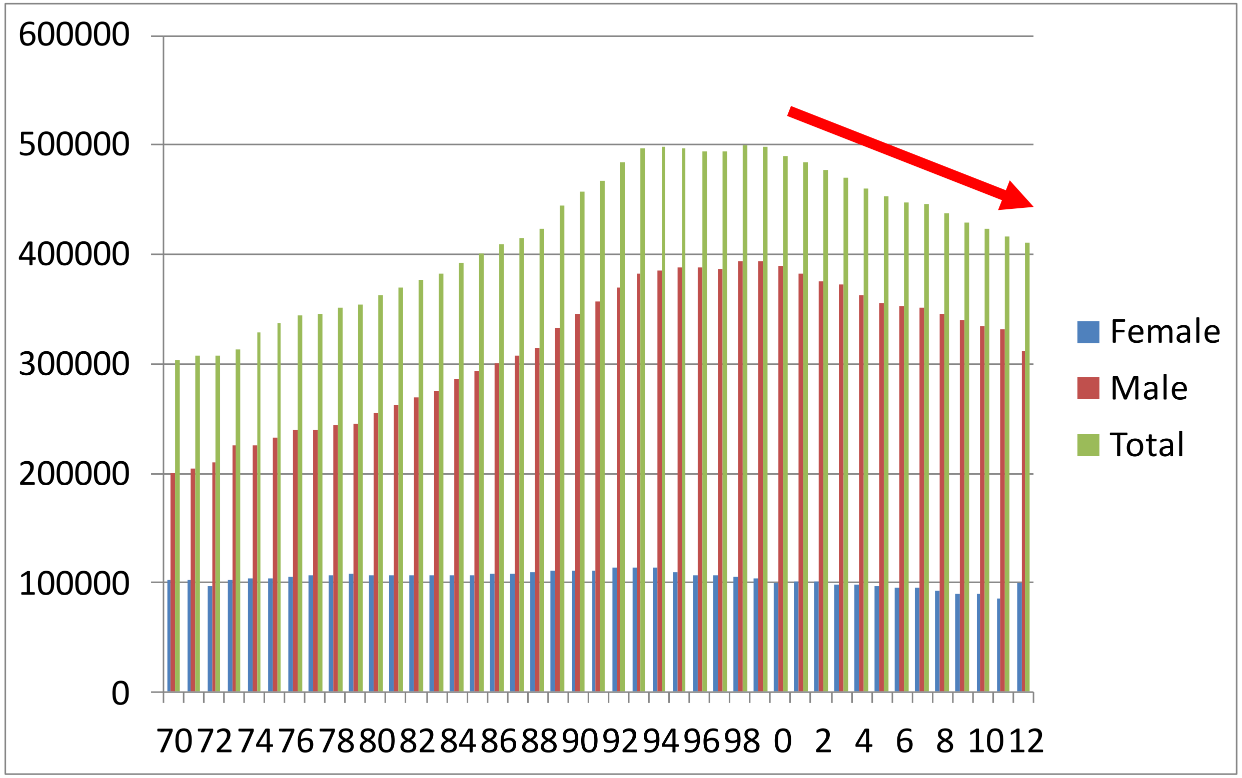
Club Membership

As at 2012 there were 409,449 affiliated **playing** members registered in Australia. Since 2000 golf playing membership at clubs has been slowly declining at an average rate of 1.48% per year (refer National Golf Census 2012). This equates to a total loss of 80,236 playing members of which males represent 70,914 of this decline.

If this trend continues for the next 10 years there will be a total loss of 137,000 members since the year 2000 bringing the total club membership to approximately 353,000.

This is a concern for the sport and is the key issue that GA needs to address through its Participation Plan.

Annual Golf Playing Membership 1970 to 2012

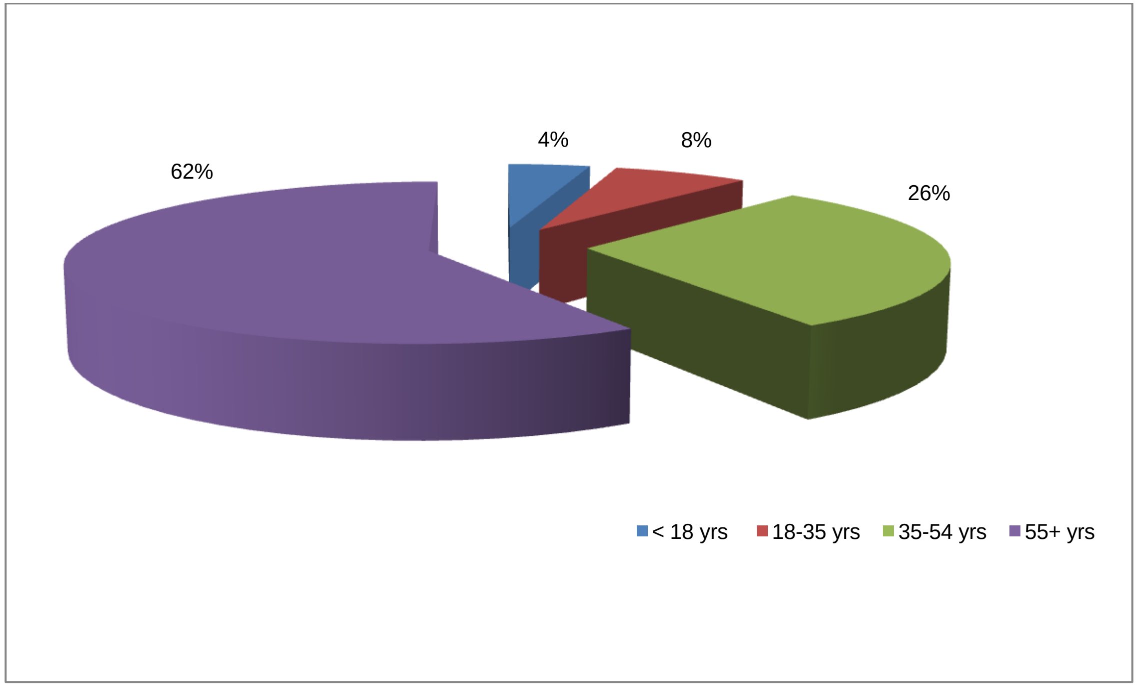


Source: *Golf Australia & National Golf Census 2012*

Golf Club Membership Age Segmentation

Currently the 55+ age group represents the largest club membership cohort at 62%, followed by 35-54 years (26%), 18-34 years (8%) and less than 18 years (4%).

Australian Golf Club Playing Membership by Age



Source: *National Golf Census 2012, Street Ryan*

Age Segment Penetration Opportunity

The estimated penetration of participation in current sports by age segments reveals the following:

	5-12 years	13-18 years	19-39 years	40-54 years	55-74 years	75+years
Overall current sport participation level for this segment	**Very high**	**High**	**Moderate**	**Low**	**Low**	**Very Low**
Outlook for this segment	**Stable**	**Declining**	**Stable**	**Stable**	**Rapidly Growing**	**Growing**
Golf Current Penetration			✓	✓✓	✓✓✓	✓

Source: *Comparative Sports Review, Street Ryan, 2012*

Ageing Population

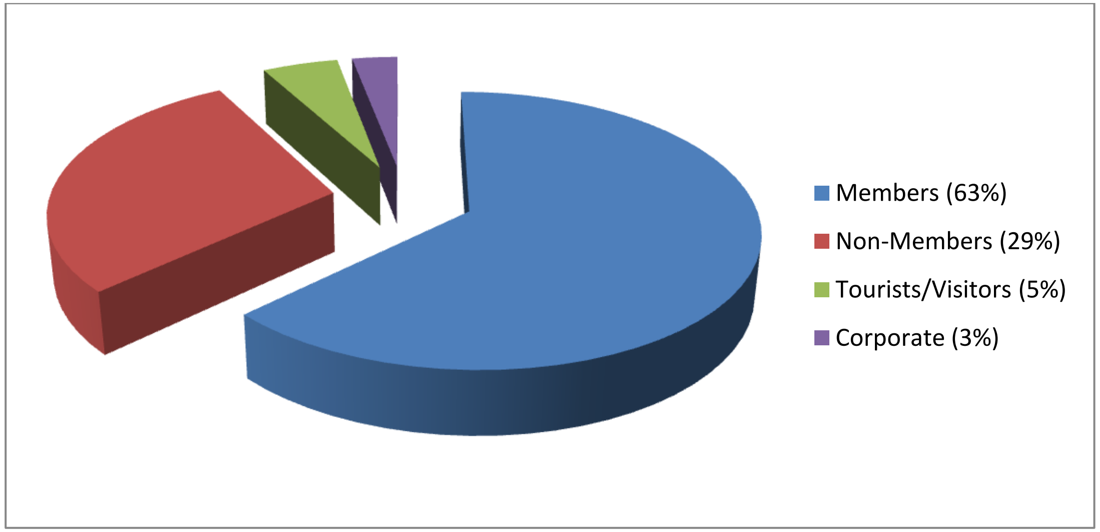
Australia's population is ageing from the effects of the very large 'baby boomers' generation currently moving into retirement age, a trend which will continue to impact the population for at least the next 15 to 20 years. The Australian Bureau of Statistics predicts that by 2056 there will be a greater proportion of people aged 65 years and a lower proportion of people aged less than 15 years. In 2007 people aged 65 years and over made up 13% of Australia's population. This proportion is projected to increase to 25% in 2056.

Golf as a 'whole of life' sport has the opportunity to build participation in the 5-12 yrs, 19-39 yrs and 40-54 yrs segments and increase participation in the 55-74 yrs segment.

Golf Participation by Major Segments

Australian sports are now seeking to expand their products beyond conventional formats and beyond the conventional 'provider' (traditionally clubs), in order to provide structured pathways from grass roots participation to elite participation, to build a **broader fan**, or stakeholder base (which may contribute to a longer engagement in the sport), and to provide a more robust business model for the ongoing health of the sport.

Golf Participation Major Segments 2011/12



Source: *Comparative Sports Review, Street Ryan, 2012*

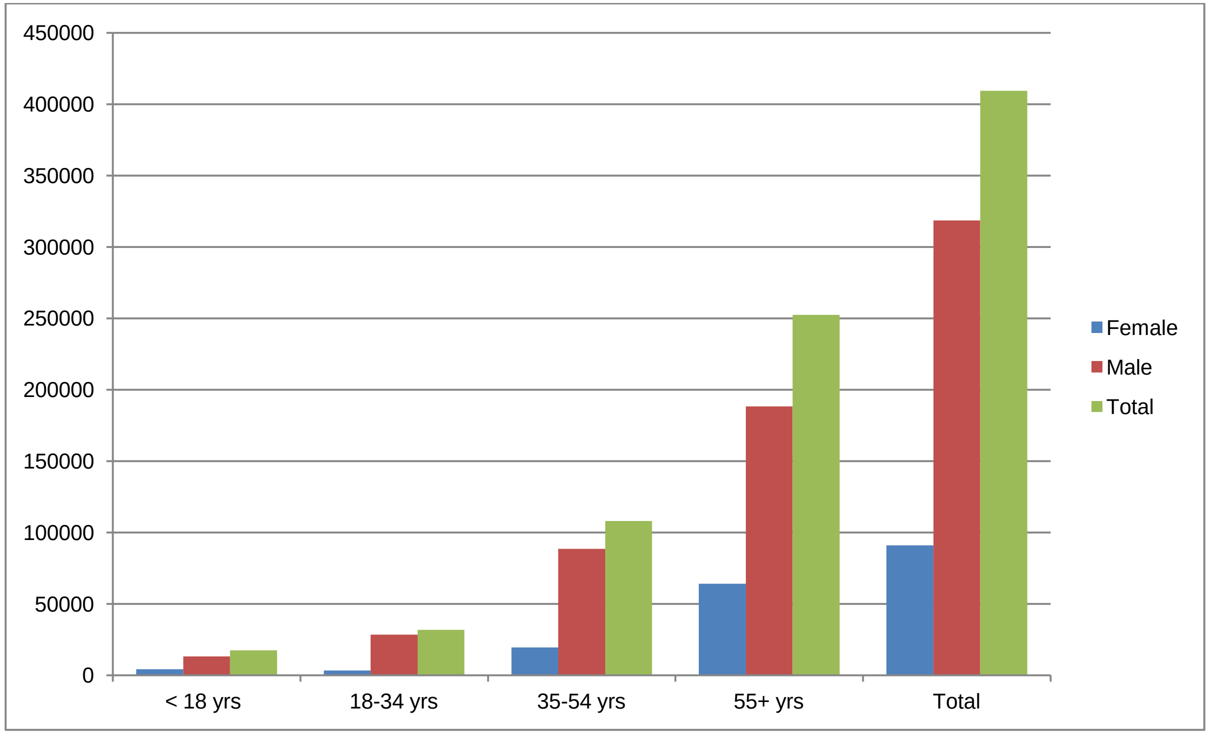
Opportunity exists for golf to further engage with the non-member (casual play) market.

Golf Participation by Gender

According to the 2012 National Golf Census, 78% of the club playing membership were male and 22% female, which equates to 318,473 male members and 90,976 female members. Some of the reasons why women are under-represented in golf include:

- Cost
- Lack of time
- Lack of accessibility eg course restrictions on a Saturday
- Concern about not knowing the rules and etiquette
- Don't know where to start and not having a clearly defined pathway
- Lack of social engagement

Australian Golf Club Playing Membership by Age & Gender



Source: *National Golf Census 2012, Street Ryan*

Opportunity exists to address the under-representation of females participating in golf.

Club Landscape

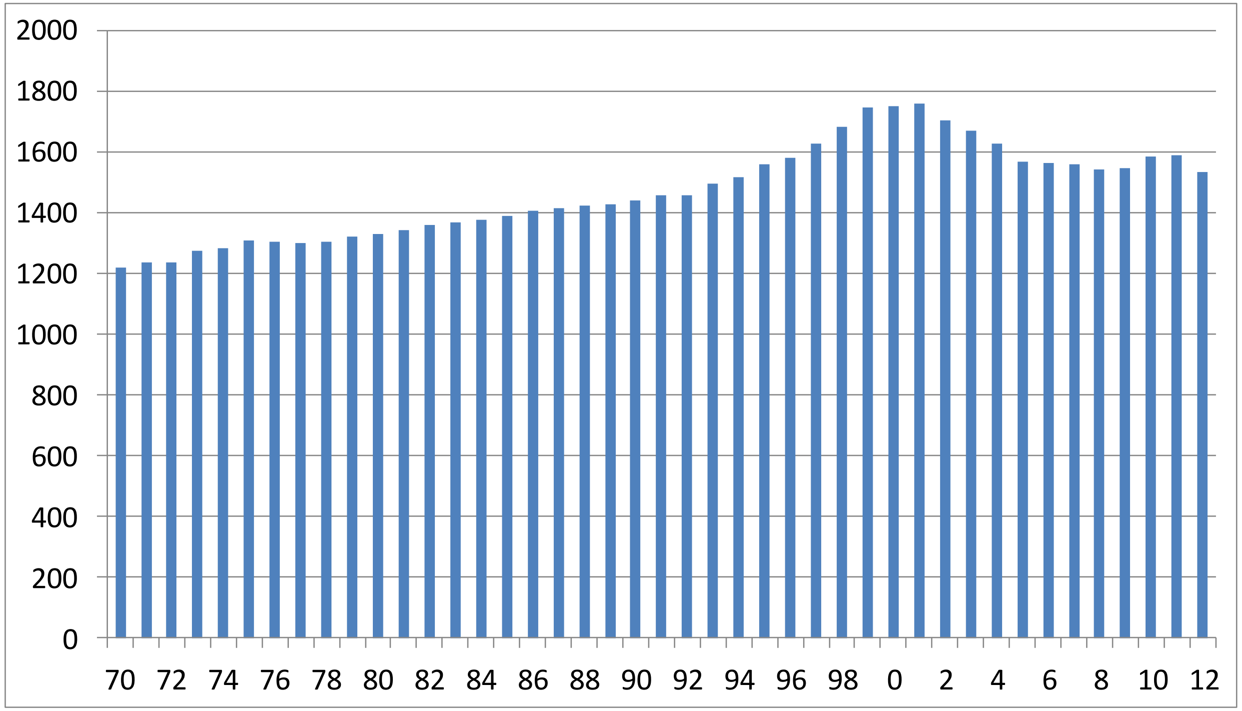
There are currently approximately 1,600 affiliated golf clubs in Australia which are made up of 9, 18 and 36 hole facilities. The graph below shows that the number of affiliated clubs in Australia peaked in 2001 at 1,760. Clubs in metropolitan and regional areas represent 47.45 % and 52.55% of the total clubs in Australia respectively.

Since the peak in 2001 there has been a decline in affiliated clubs and the current outlook is that this trend will continue especially in regional areas due to:

- Increasing pressures on attracting and retaining members
- Environmental factors such as drought, floods and bush fires
- Increasing costs of running a club

There are also currently approximately 200 non-affiliated golf facilities in Australia, which include public courses, driving ranges and pitch and putt. These facilities play a crucial role with participation as they are where the majority of golfers are first introduced to the game and therefore they are an important target market.

Australian Affiliated Golf Clubs 1970-2012



Source: *Golf Australia*

GA is committed to supporting the health of clubs through the development of a club development strategy and recognises the importance that clubs play for the future of the game.

Coaching

The NCAS Golf Coach Pathway in Australia is currently structured with four different levels as represented below.

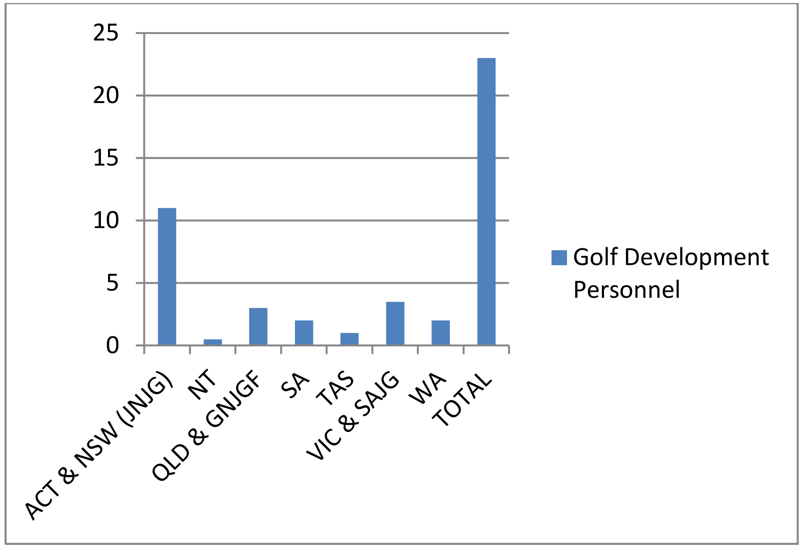
Golf Australia administers the non-vocational sector courses - Community Golf Leader, Community Golf Coach 1 and Community Golf Coach 2 (currently under review).
The PGA of Australia administers the NCAS Vocational Sector Level 3 course.

Coaches play a vital role for the development of the game and therefore are a key focus for continued growth.
There is opportunity to work more closely with the PGA and ALPG in driving participation programs.

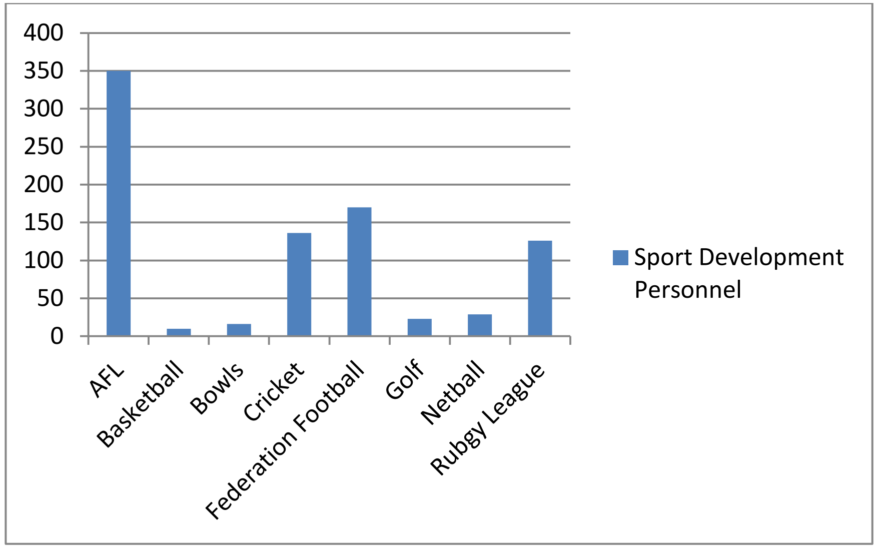
Development Personnel

Development Personnel are employed by all Member Associations (MA's) and Junior Foundations and currently there is the equivalent of twenty-three full staff across the country who **deliver** programs. NSW (including the ACT) is managed by the Jack Newton Junior Golf Foundation and has the most personnel with the equivalent of eleven full time staff. In comparison to other sports development personnel, golf ranks well behind the major sports of AFL, Federation Football, Cricket and Rugby League (refer to the following graphs).

Golf Development Personnel Currently Employed by MA's and Junior Foundations in Australia



Other Sports Comparison (approximate estimates only)



Having adequate resources on the "ground" to deliver programs is vital to increasing participation.
Golf sits well behind the other major sports with its development workforce and therefore there is a need to grow this area and utilise personnel as efficiently as possible which might include broadening the role of the development officer to more than just focussing on junior development.

Current Participation Programs

The following national participation and club development programs in place:

1. **MYGolf National Junior Program**

   The MYGolf National Junior Program **targeted to boys and girls aged up to 14 years** was launched in November 2010 and comprises a schools delivery component and a skills challenge phase delivered at golf facilities. The program has recently been endorsed by the PGA of Australia and Australian Ladies Professional Golf as the ONE national brand for junior golf in Australia. The vision for the program is to be recognised as one of Australia's most highly regarded junior sporting programs.

   Current Assessment: Program is still quite young but is gradually being embraced by the industry and should continue to strengthen with continued focus as a key participation strategy.

2. **Crown Lager Social Golf Club**

   The Crown Lager Social Golf Club **targeted to casual golfers** was launched in November 2011 to provide casual golfers the opportunity to enjoy a range of benefits without the requirement of a traditional club membership. The primary benefit of the program is to obtain a Golf Australia Casual Handicap that is calculated using the official GA Handicap System, via Golf Link. There are also other benefits for members, which include special member access to select Golf Clubs nationally, on course personal liability insurance and ongoing special offers. The key objective of the program is to engage with the 600,000 social golfers who participate in the game annually and to leverage off this market which includes facilitating transition to club membership.

   Current Assessment: Program is in the establishment phase and has significant potential but requires increased focus in order to deliver results as a key participation strategy.

3. **Community Coach Program**

   The NCAS Community Golf Coach Program consists of the Community Golf Leader (Level 0) and Community Golf Coach (Level 1) Courses. The purpose of both courses is to provide education and training for volunteer coaches to deliver participation programs with a focus on junior development and beginner coaching. An updated level 2 course is being planned with a view to engaging the PGA of Australia to run the program.

   Current Assessment: Program is well established and remains an important key participation strategy.

4. **Golf Club Connect**

   Golf Club Connect www.golfclubconnect.com.au is a free online/web based tool for Australian golf clubs to promote their club, green fees, clinics/lessons and membership offerings to new prospective customers. Activated in 2012, the primary objective of the scheme is to assist clubs in growing their business

   Current Assessment: Program is in the establishment phase and requires a well developed "go to market" strategy.

Professional Golfers Association of Australia

In addition, the PGA of Australia supports the development of the game through the following activities:

- Holden Scramble – nationally run event which commenced in 1992 and has approximately 40,000 participants annually
- Coaching Summit – annual summit that is attended by over 300 PGA members which includes game development topics
- National Pro-Am Circuit – up to 400 events run in metropolitan and regional areas that include junior clinics and game development promotions
- PGA Education Programs – Trainee programs and International Golf Institute curriculum include game development, marketing and growing the game modules
- PGA Australasian Tour Events at Tier 1 and Tier 2 incorporate game development initiatives within the event schedules
- Commitment to the MYGolf National Junior Program

Internal and External Analysis (TOWS Matrix)

The following TOWS Matrix provides an analysis of golf's strengths and weaknesses and its opportunities and threats:

	Strengths – S	**Weaknesses – W**
	• Strong club membership and participation base • Well resourced club structure • Whole of life game that teaches life skills • Game is safe to play without physical contact • Respected values and traditions • All seasons sport • Recognised international success at professional level • International sport • Can be played at any age, skill level and physical capacity • Reasonable levels of revenue to invest in development • Significant contribution to Australia's economy and employment	• Time consuming game to participate in • Significant under-representation at junior level • Under representation by females • Cost of playing the game and joining a club • Traditional rules and regulations that are highly governed • Difficult game to grasp quickly • Lack of a strong local professional tour to connect with fans • Golf is seen as a boring spectacle with limited fan appeal • Lack of sponsorship dollars to invest back in the game • Lack of education and training to volunteer managed clubs
Opportunities – O	**SO – Strategies**	**WO – Strategies**
• Growing participant base for casual golfers • Growing participation base for juniors • Growing participation base for women • Growing participation base for older Australians • Health benefits • Engagement of PGA Members, ALPG Members and Trainees • Inclusion at 2016 Olympics • Developing innovative participation strategies and formats of the game • Clubs willing to be more flexible	1. National casual golfer program continued focus 2. National junior program continued focus 3. National women's participation strategy implemented 4. Innovative participation strategies and formats of the game developed	5. Develop a club development strategy to support the health of clubs with a focus on education, volunteer management, membership structures and participation growth opportunities 6. Work more closely with Member Associations to ensure greater consistency in delivery of national programs
Threats – T	**ST – Strategies**	**WT – Strategies**
• Consistent gradual decline in club memberships over the last ten years • Increasing costs of running a club caused by environmental factors eg drought, bush fires • Competition from other sports and emerging leisure activities • Reduced leisure time for people to participate in organised sport • Golf loses relevance and is perceived as boring, expensive, time consuming and only played by the elderly • Global financial volatility and government economic decisions that effects consumers disposable income • Decline in number of Australian Professional tournaments	1. Develop flexible membership models that offer better value for money to the consumer 2. Re-define what the golf brand looks like to portray a vibrant, innovative and progressive sport	3. Develop a fan base strategy to connect with participants and non-participants 4. Develop fund raising strategies for investment in growing the game

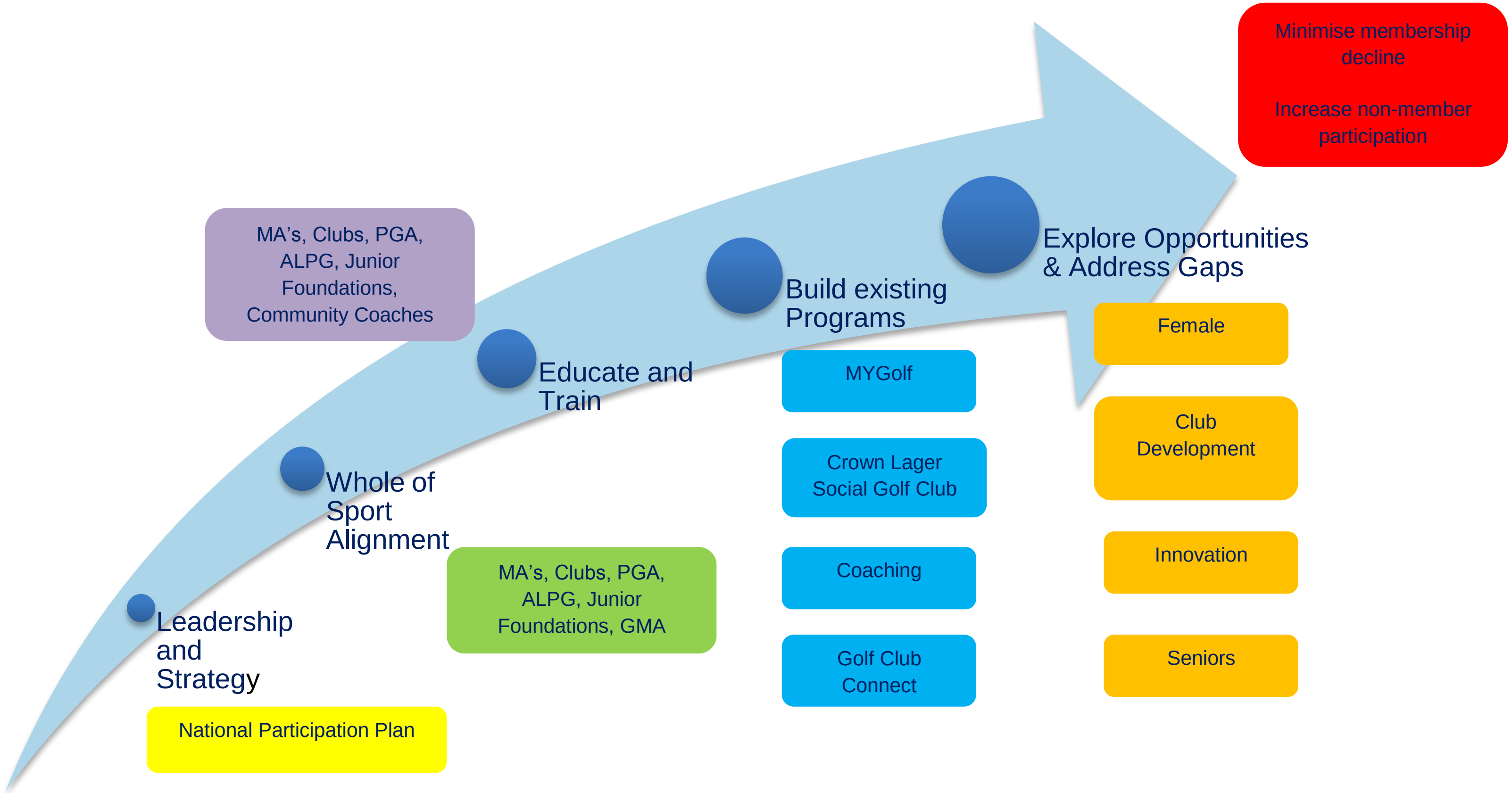
Key Risks and Barriers

The following key risks and barriers are identified for the success of the plan with treatment strategies:

Key Risks and Barriers	Treatment Strategies
• Lack of resources from MA's in supporting the strategies	• Continue to work closely and collaborate with MA's which includes conducting forums, educational videos, teleconferences, surveys and webinars • Monitor and review performance through MoU's • Build a national vision
• Inconsistency in delivery of national programs by MA's	• Improve training and education of MA's to deliver national programs
• Lack of support by clubs in supporting programs	• Develop a club development strategy which includes club support, education, training and linkage to participation programs • Work closely with MA's to educate clubs which includes conducting forums, educational videos, teleconferences, surveys and webinars • Create a more flexible product offering
• Lack of support by the PGA and ALPG in supporting the strategy and programs	• Work closely and collaborate with the PGA and ALPG which includes conducting forums, educational videos, teleconferences, surveys and webinars • Monitor and review through MoU's
• Lack of support by Junior Foundations in supporting the junior programs	• Work closely and collaborate with Junior Foundations which includes conducting forums, educational videos, teleconferences, surveys and webinars • Develop MoU's with Junior Foundations
• Insufficient resources and funding to deliver the programs	• Increase the number of Community Golf Coaches • Work closely with MA's, Junior Foundation, PGA, ALPG to develop a national workforce delivery strategy that defines: o allocation of resources through zones/clusters o personnel roles and responsibilities • Investigate funding opportunities with the ASC and explore other raising initiatives eg National Foundation
• Insufficient funding to market the programs	• Develop well planned and efficient "go to market" strategies for all programs • Work closely with MA's, Junior Foundations, PGA, ALPG to develop a national golf participation marketing strategy

Participation Growth Horizon

The following diagram represents the gaps, opportunities and steps to achieve the desired participation outcomes:



KEY RESULTS AREAS AND STRATEGIES

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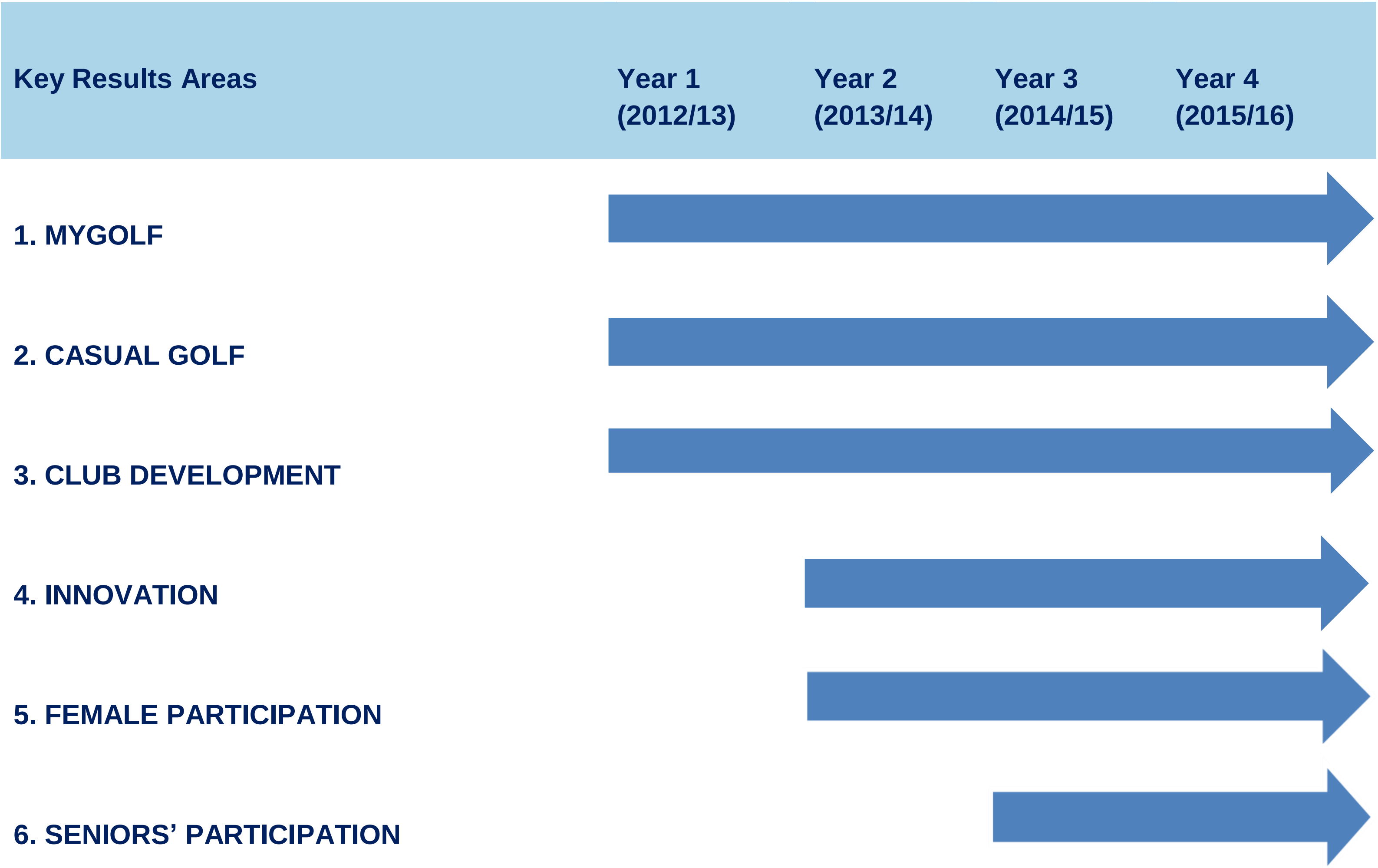
The following **Key Results Areas** have been identified to achieve the objective of increasing participation:



KEY RESULTS AREA 1: MYGOLF

Key Drivers:

- Creating a value proposition
- Developing a sustainable business model
- Delivering a fun, safe, friendly and welcoming environment
- Ensuring a high standard of coaching and teacher training
- Providing access to clubs and facilities

Key Objective:

- To grow participation in golf by children

Key Strategies:

- Provide children with a positive introduction to golf that encourages their ongoing participation
- Build and strengthen the awareness that MYGolf is the ONE recognized national brand and pathway for junior golf in Australia
- Develop the capability of clubs to leverage off the MYGolf brand to provide opportunities for club engagement
- Build the number of coaches and teachers delivering the MYGolf program
- Provide equipment and resources that are accessible for golf facilities and schools to deliver the MYGolf program

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	ACTUAL 2012/13	KPI's TARGET 2013/14	ACTUAL 2013/14	KPI's TARGET 2014/15	ACTUAL 2014/15	KPI's TARGET 2015/16	ACTUAL 2015/16
Insufficient workforce to be able to engage with clubs, golf facilities and schools to drive the program	Develop a nationally coordinated workforce development plan that includes allocating resources to "hot" spots and clusters	Plan completed by December 2013	$20,000	N/A		"Hot" spots achieve 25% growth in MYGolf enrolments		"Hot" spots achieve 30% growth in MYGolf enrolments		"Hot" spots achieve 35% growth in MYGolf enrolments	
	Build the capacity of Community Coaches and teachers to deliver the MYGolf program	ongoing		200 new Community Golf Coaches		225 new Community Golf Coaches		250 new Community Golf Coaches		275 new Community Golf Coaches	
				100 new Golf Leaders delivering MYGolf Schools programs		125 new Golf Leaders delivering MYGolf Schools programs		150 new Golf Leaders delivering MYGolf Schools programs		175 new Golf Leaders delivering MYGolf Schools programs	
Push back from clubs who do not see the need to support junior development	Conduct Annual regional club forums across all States and Territories in coordination with MA's to educate and provide resources to clubs on the benefits of encouraging junior membership	2013/14	$25,000	N/A		40% of clubs attending forums register as MYGolf Centres		45% of clubs attending forums register as MYGolf Centres		50% of clubs attending forums register as MYGolf Centres	
	Focus human resources on working with clubs who actively support junior development and the MYGolf Program	2013/14		N/A		80% of MYGolf Centres are active with enrolments		85% of MYGolf Centres are active with enrolments		90% of MYGolf Centres are active with enrolments	

	Develop the MYGolf value proposition to influence clubs to want to be in the program	2013/14		350 MYGolf Centres delivering the program	450 MYGolf Centres delivering the program	550 MYGolf Centres delivering the program	650 MYGolf Centres delivering the program
Lack of support from MA's in aligning with the MYGolf Program	Initiate MA's aligning their participation plans with the National Plan Closely monitor the performance of MA's through their respective MoU's	2012/13 ongoing		All MA's aligned to National Participation Plan MA's achieve 75% of their MYGolf targets	All MA's aligned to National Participation Plan MA's achieve 80% of their MYGolf targets	All MA's aligned to National Participation Plan MA's achieve 85% of their MYGolf targets	All MA's aligned to National Participation Plan MA's achieve 90% of their MYGolf targets
Lack of support from Junior Foundations in aligning with the MYGolf Program	Introduce MoU's including MYGolf targets with Jack Newton Junior Golf and the Greg Norman Foundation	2012/13		Junior Foundations achieve 75% of their MYGolf targets	Junior Foundations achieve 80% of their MYGolf targets	Junior Foundations achieve 85% of their MYGolf targets	Junior Foundations achieve 90% of their MYGolf targets
Lack of support from the PGA and ALPG in aligning with the MYGolf Program	Initiate the PGA & ALPG through their respective MoU's aligning their participation plans with the National Plan and setting MYGolf targets including no. of members delivering the program	2012/13		PGA & ALPG achieve 75% of their MYGolf targets	PGA & ALPG achieve 80% of their MYGolf targets	PGA & ALPG achieve 85% of their MYGolf targets	PGA & ALPG achieve 90% of their MYGolf targets
Competition from other high profile sports eg Aus Kick, Hot Shots, In2Cricket	Review the messaging around MYGolf to promote the values of the sport and the opportunity to introduce Life Skills and Nutrition elements	2013/14	$5,000	N/A	70% of parents of MYGolf participants are more positive towards their child's future participation in golf	75% of parents of MYGolf participants are more positive towards their child's future participation in golf	80% of parents of MYGolf participants are more positive towards their child's future participation in golf

Inconsistent delivery of MYGolf programs at golf facilities	Develop an induction video for MYGolf Centres	2013/14	$15,000	N/A	70% of children participating in the MYGolf program are satisfied with the experience and are likely to continue participating in golf	75% of children participating in the MYGolf program are satisfied with the experience and are likely to continue participating in golf	80% of children participating in the MYGolf program are satisfied with the experience and are likely to continue participating in golf
	Conduct regional MYGolf training sessions for current MYGolf Centres and other interested clubs	2013/14	$20,000	N/A	70% of Centres surveyed who attended sessions are more positive to being able to deliver the program	75% of Centres surveyed who attended sessions are more positive to being able to deliver the program	80% of Centres surveyed who attended sessions are more positive to being able to deliver the program
	Conduct face-to face induction with newly registered MYGolf Centres	2013/14		N/A	70% of Centres surveyed are satisfied with their ability to deliver the program	75% of Centres surveyed are satisfied with their ability to deliver the program	80% of Centres surveyed are satisfied with their ability to deliver the program
Brand confusion in the market place with other junior bodies and programs eg JNJG, Greg Norman Foundation, Junior Golf Queensland, Junior Golf SA, Pump Golf	Review of MYGolf branding with inclusion of MA's, Foundations, PGA and ALPG as supporting partners under the MYGolf overarching brand	2013/14	$10,000	N/A	80% of affiliated clubs surveyed recognise MYGolf as the national brand for junior golf in Australia	85% of affiliated clubs surveyed recognise MYGolf as the national brand for junior golf in Australia	90% of affiliated clubs surveyed recognise MYGolf as the national brand for junior golf in Australia

Perception that golf is difficult to teach at school	Promote to schools and school sport networks the MYGolf Schools programs and resources including coaching courses, equipment, emphasising the fun, safe, life skills and inclusive benefits of the programs	2013/14	$10,000	N/A	5% growth in number of schools delivering MYGolf Schools programs	5% growth in number of schools delivering MYGolf Schools programs	5% growth in number of schools delivering MYGolf Schools programs
	Provision of free kits from a supply of 300 per annum for schools who commit to running MYGolf schools programs at least once per year for a minimum of 3 years	ongoing		300 new schools delivering MYGolf Schools programs	300 new schools delivering MYGolf Schools programs	300 new schools delivering MYGolf Schools programs	300 new schools delivering MYGolf Schools programs
Lack of funding to support an ongoing sustainable business model	Develop a whole of sport business model that harnesses funding from key industry stakeholders - GA, MA's, PGA, ALPG. Explore opportunities for corporate funding	2013/14		N/A	Industry and corporate funding contributes to 50% of business model income	Industry and corporate funding contributes to 55% of business model income	Industry and corporate funding contributes to 60% of business model income
Minimal budget to market the program	Focus initially on marketing to key industry stakeholders – clubs," pay for play" facilities, driving ranges and affiliated golfers	2013/14	$70,000	N/A	Marketing initiatives when activated achieve 5% growth in enrolments	Marketing initiatives when activated achieve 10% growth in enrolments	Marketing initiatives when activated achieve 15% growth in enrolments

KEY RESULTS AREA 2: CASUAL GOLF

Key Drivers:

- Creating a value proposition
- Developing a sustainable business model
- Providing a friendly and welcoming environment
- Ensuring awareness and communication
- Providing access to facilities

Key Objectives:

- To engage with the casual golfer market
- To leverage off the casual golfer market which includes facilitating club membership transition

Key Strategies:

- Provide Crown Lager Social Golf Club (CLSGC) members with a positive experience that encourages their ongoing participation
- Build the engagement of ‘pay for play’ courses and driving ranges
- Build and strengthen the awareness of the CLSGC brand
- Develop the capability of clubs to leverage off the Casual Golfer market to provide opportunities for club engagement
- Engage with MA’s and the PGA to develop strategies to build the engagement with casual golfers

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	ACTUAL 2012/13	KPI's TARGET 2013/14	ACTUAL 2013/14	KPI's TARGET 2014/15	ACTUAL 2014/15	KPI's TARGET 2015/16	ACTUAL 2015/16
Push back from public facilities who do not see the benefits of being involved in the CLSGC program	Develop a value proposition that entices public courses to be involved in the program eg member sign-on referral fee, increased revenue and promotional opportunities	2012/13 onwards		50% of facilities that are approached register as Partner Centres		55% of facilities that are approached register as Partner Centres		60% of facilities that are approached register as Partner Centres		65% of facilities that are approached register as Partner Centres	
Push back from clubs who do not see the benefits of being involved in the CLSGC program	Develop a value proposition that entices clubs to be involved in the program eg member sign-on referral fee, increased revenue and promotional opportunities	2012/13 onwards		50% of clubs that are approached register as Partner Centres		55% of clubs that are approached register as Partner Centres		60% of clubs that are approached register as Partner Centres		65% of clubs that are approached register as Partner Centres	
Competition from other productts	Promote the membership value proposition to provide a distinct point of difference eg casual handicap, insurance, special offers	2012/13 onwards		60% of members surveyed in the program are satisfied with the membership offering and are likely to continue in the program		65% of members surveyed in the program are satisfied with the membership offering and are likely to continue in the program		70% of members surveyed in the program are satisfied with the membership offering and are likely to continue in the program		75% of members surveyed in the program are satisfied with the membership offering and are likely to continue in the program	
Minimal budget to market the CLSGC program	Focus the programs marketing strategy around cost effective below the line initiatives	2012/13 onwards	$80,000	Marketing initiatives when activated achieve 10% growth in member sign-ons		Marketing initiatives when activated achieve 12% growth in member sign-ons		Marketing initiatives when activated achieve 14% growth in member sign-ons		Marketing initiatives when activated achieve 16% growth in member sign-ons	
	Develop a web site referral capability as a mechanism for member acquisition	November 2012	$10,000	Web site referral system achieves 100 new members		Web site referral system achieves 150 new members		Web site referral system achieves 200 new members		Web site referral system achieves 250 new members	

Low CLSGC membership retention	Develop a membership retention strategy which includes an incentive scheme to re-join	October 2012		40% member retention rate	45% member retention rate	50% member retention rate	55% member retention rate
Lack of buy-in from Member Associations	Develop a value proposition for MA's to support the program that includes a referral fee incentive, data base access & incentives for achieving performance measures	2013/14		N/A	States & Territories achieve 60% of performance measures	States & Territories achieve 70% of performance measures	States & Territories achieve 80% of performance measures
Association with an alcohol sponsor	Promote responsible drinking and healthy lifestyle messaging	2012/13 onwards		75% of prospective program partners surveyed do not have issues with Crown Lager as a sponsor	80% of prospective program partners surveyed do not have issues with Crown Lager as a sponsor	85% of prospective program partners surveyed do not have issues with Crown Lager as a sponsor	90% of prospective program partners surveyed do not have issues with Crown Lager as a sponsor

KEY RESULTS AREA 3: CLUB DEVELOPMENT

Key Drivers:

- Creating a value proposition
- Developing a sustainable business model
- Financial sustainability and growth
- Providing high quality governance and leadership
- Ensuring a high standard of club management, education and training

Key Objective:

- To ensure the health and sustainability of clubs

Key Strategies:

Collaboration

- Develop effective working relationships with all key industry bodies and stakeholders to create viable and effective clubs

Capability

- Educate, innovate and increase the ability of clubs to manage and grow

Communication

- Encourage a culture of communication and interaction with and between clubs to share successful practices and experiences and to solve problems

Lead and Deliver

- Identify needs, provide responses, develop resources and assist clubs in a coordinated and consistent manner

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	ACTUAL 2012/13	KPI's TARGET 2013/14	ACTUAL 2013/14	KPI's TARGET 2014/15	ACTUAL 2014/15	KPI's TARGET 2015/16	ACTUAL 2015/16
Insufficient workforce to be able to engage with clubs	Develop a nationally coordinated workforce development plan that utilises and builds the capacity of development officers, PGA members and ALPG members to engage with clubs	Plan completed by December 2013	$10,000	N/A		Workforce are able to provide a service satisfaction level with 80% of clubs requiring assistance		Workforce are able to provide a service satisfaction level with 85% of clubs requiring assistance		Workforce are able to provide a service satisfaction level with 90% of clubs requiring assistance	
	Develop a suite of on-line resources	2013/14	$20,000	N/A		On-line resources achieve 80% satisfaction from clubs utilising them		On-line resources achieve 85% satisfaction from clubs utilising them		On-line resources achieve 90% satisfaction from clubs utilising them	
	Implement webinars and chat forums	2013/14		N/A		Webinars achieve 80% satisfaction by participants		Webinars achieve 85% satisfaction by participants		Webinars achieve 90% satisfaction by participants	
	Conduct regional club forums across all States and Territories in coordination with MA's to educate and provide resources to clubs	2013/14	$25,000	N/A		40% of clubs attending forums accept resources and support offered		45% of clubs attending forums accept resources and support offered		50% of clubs attending forums accept resources and support offered	
Push back from clubs who do not see the need to support the initiative	Focus human resources on working with clubs who express interest in being involved in the initiative	2013/14		N/A		80% of Clubs who express interest in the initiative actively support the program		85% of Clubs who express interest in the initiative actively support the program		90% of Clubs who express interest in the initiative actively support the program	

	Develop the Club Support value proposition to influence clubs to want to be in the program	2013/14		N/A	100 clubs are involved in the program	200 clubs are involved in the program	300 clubs are involved in the program
Lack of funding to support an ongoing sustainable business model	Develop a whole of sport business model that harnesses funding from key industry stakeholders - GA, MA's, GMA, AGCSA, PGA. Explore opportunities for corporate funding	2013/14		N/A	Industry and corporate funding contributes to 50% of business model income	Industry and corporate funding contributes to 60% of business model income	Industry and corporate funding contributes to 70% of business model income
Fragmentation within the golf industry leading to duplication and inefficient utilisation of resources	Expand MoU's with MA's and PGA to include club support roles and responsibilities. Develop MoU's with GMA and AGCSA	2013/14		N/A	All club development resources developed on a national framework	All club development resources developed on a national framework	All club development resources developed on a national framework
Reluctance from clubs to embrace change and adapt to the needs of the current and future consumer	Educate and inform clubs of current and future trends at a local and global level. Provide case studies to demonstrate successful initiatives and different models	2013/14		N/A	70% of clubs utilising club support assistance implement changes to how they operate	75% of clubs utilising club support assistance implement changes to how they operate	80% of clubs utilising club support assistance implement changes to how they operate

KEY RESULTS AREA 4: INNOVATION

Key Drivers:

- Implementing changes that will improve the efficiency, profitability and sustainability of golf
- Creating positive outcomes from new products, services, processes and markets
- Finding and fostering talent

Key Objective:

- Develop ideas that will improve the way golf does things and assists golf in achieving its objectives

Key Strategies:

- Develop a creative culture that encourages and rewards employees for their innovative contributions
- Invest time and money on innovation to create resources to devote to the process of innovation
- Seek customer feedback on how golf is performing
- Use networks to generate new ideas, learn from others and explore new opportunities

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	ACTUAL 2012/13	KPI's TARGET 2013/14	ACTUAL 2013/14	KPI's TARGET 2014/15	ACTUAL 2014/15	KPI's TARGET 2015/16	ACTUAL 2015/16
Lack of resources available to allocate to the process of innovation	Implement structured and simple innovation processes that achieve innovation outcomes	2013/14		N/A		Innovation development processes achieve ONE notable change to how golf does things		Innovation development processes achieve TWO notable changes to how golf does things		Innovation development processes achieve THREE notable changes to how golf does things	
Push back from clubs who do not see the need to support innovation	Conduct Annual regional club forums across all States and Territories in coordination with MA's to inform and educate clubs on the benefits of embracing innovation	2014/15	$25,000	N/A		N/A		80% of Clubs surveyed support the need to invest in innovation		85% of Clubs surveyed support the need to invest in innovation	
Inability to progress the creation of ideas to implementation and sustainability	Develop robust innovation processes that achieve the implementation of ideas that are sustainable	2014/15		N/A		N/A		Innovation ideas achieve positive and sustainable outcomes		Innovation ideas achieve positive and sustainable outcomes	

KEY RESULTS AREA 5: FEMALE PARTICIPATION

Key Drivers:

- Creating a value proposition
- Providing a welcoming and friendly environment
- Developing a sustainable business model
- Ensuring awareness and communication
- Providing access to clubs and facilities
- Providing a sense of family engagement and health benefits

Key Objective:

- Increased participation in all aspects of golf by women and girls

Key Strategies:

Leadership & Administration

- Provide national leadership and coordination to the governance, service delivery and development of golf for females in Australia

Participation

- Increase sustainable participation by women and girls in all aspects of golf

Media & Promotion

- Increase the recognition of achievements by females in all aspects of golf and facilitate greater awareness of the benefits of golf for women and girls

High Performance

- Provide increased opportunities for women and girls to excel in golf at an elite level

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	KPI's ACTUAL 2012/13	KPI's TARGET 2013/14	KPI's ACTUAL 2013/14	KPI's TARGET 2014/15	KPI's ACTUAL 2014/15	KPI's TARGET 2015/16	KPI's ACTUAL 2015/16
Insufficient workforce to be able to deliver the program	Develop a nationally coordinated workforce development plan that utilises and builds the capacity of development officers, PGA members and ALPG members to deliver strategies	Plan completed by December 2013	$10,000	N/A		Workforce are able to provide a service satisfaction level with 80% of clubs involved in the program		Workforce are able to provide a service satisfaction level with 85% of clubs involved in the program		Workforce are able to provide a service satisfaction level with 90% of clubs involved in the program	
	Identify "Hot Spots" and population growth areas for female representation and initially focus resources in these areas	2013/14		N/A		"Hot" Spots achieve 70% of program participants		"Hot" Spots achieve 75% of program participants		"Hot" Spots achieve 80% of program participants	
	Develop a suite of on-line female participation program resources	2013/14		N/A		On-line resources achieve 80% satisfaction from clubs utilising them		On-line resources achieve 85% satisfaction from clubs utilising them		On-line resources achieve 90% satisfaction from clubs utilising them	
	Implement female participation webinars and chat forums	2013/14		N/A		Webinars achieve 80% satisfaction by participants		Webinars achieve 85% satisfaction by participants		Webinars achieve 90% satisfaction by participants	
Lack of support from MA's, PGA and ALPG in aligning with the Female Participation Strategy	Expand MoU's with MA's, PGA and ALPG to include female participation KPI's	2013/14		N/A		All MA's, PGA & ALPG aligned to the Strategy and achieve 70% of their respective KPI's		All MA's, PGA & ALPG aligned to the Strategy and achieve 75% of their respective KPI's		All MA's, PGA & ALPG aligned to the Strategy and achieve 80% of their respective KPI's	

Push back from clubs who do not see the need to support Female Participation	Focus human resources on working with clubs who express interest in being involved in the initiative	2013/14		N/A	80% of Clubs who express interest in the program achieve positive outcomes	85% of Clubs who express interest in the program achieve positive outcomes	90% of Clubs who express interest in the program achieve positive outcomes
	Initiate the involvement of GMA in the development of the strategy and introduce a MoU with GMA	2013/14		N/A	70% of GMA members surveyed support the strategy	75% of GMA members surveyed support the strategy	80% of GMA members surveyed support the strategy
	Develop the value proposition to influence clubs to want to support the strategy	2013/14		N/A	100 clubs are involved in the program	200 clubs are involved in the program	300 clubs are involved in the program
Reluctance from clubs to embrace change and adapt to the needs of women	Educate and inform clubs of evidence based research findings and provide case studies to demonstrate commercial benefits	2013/14		N/A	60% of female golf participants surveyed are satisfied with club customer service	70% of female golf participants surveyed are satisfied with club customer service	80% of female golf participants surveyed are satisfied with club customer service
Lack of funding to support an ongoing sustainable business model	Develop a whole of sport business model that provides a self sustainable program that is not underpinned by external funding	2013/14		N/A	Self sustainable funding contributes to 60% of business model income	Self sustainable funding contributes to 65% of business model income	Self sustainable funding contributes to 70% of business model income

KEY RESULTS AREA 6: SENIORS' PARTICIPATION

Key Drivers:

- Creating a value proposition
- Providing a welcoming and friendly environment
- Developing a sustainable business model
- Ensuring awareness and communication
- Providing access to clubs and facilities
- Providing a sense of community engagement and health benefits

Key Objectives:

- Increased participation in golf by seniors
- To leverage off this market which includes facilitating club membership opportunities

Key Strategies:

- Establish evidence based research of the health benefits of participating in golf, including:
  - Psychological
  - Physical
  - Social
- Develop innovative and fun learn to play programs that are targeted to seniors with a focus on community engagement
- Develop greater opportunities for seniors to participate in golf through volunteer roles

Potential Key Barriers	Treatment Strategies	Timeframe	Cost	KPI's TARGET 2012/13	ACTUAL 2012/13	KPI's TARGET 2013/14	ACTUAL 2013/14	KPI's TARGET 2014/15	ACTUAL 2014/15	KPI's TARGET 2015/16	ACTUAL 2015/16
Insufficient workforce to be able to deliver the program	Develop a nationally coordinated workforce development plan that utilises and builds the capacity of development officers, PGA members and ALPG members to deliver programs	Plan completed by December 2013	$10,000	N/A		N/A		Workforce are able to provide a service satisfaction level with 85% of clubs involved in the program		Workforce are able to provide a service satisfaction level with 90% of clubs involved in the program	
	Identify "Hot Spots" and population growth areas for Seniors representation and initially focus resources in these areas	2014/15		N/A		N/A		"Hot" Spots achieve 75% of program participants		"Hot" Spots achieve 80% of program participants	
	Develop a suite of on-line program resources	2014/15		N/A		N/A		On-line resources achieve 85% satisfaction from clubs utilising them		On-line resources achieve 90% satisfaction from clubs utilising them	
	Implement webinars and chat forums	2014/15		N/A		N/A		Webinars achieve 85% satisfaction by participants		Webinars achieve 90% satisfaction by participants	
Lack of support from MA's, PGA and ALPG in aligning with the Senior's Strategy	Expand MoU's with MA's, PGA and ALPG to include Seniors' participation KPI's	2014/15		N/A		N/A		All MA's, PGA & ALP aligned to the Senior's Strategy and achieve 75% of their respective KPI's		All MA's, PGA & ALP aligned to the Senior's Strategy and achieve 80% of their respective KPI's	

Push back from clubs who do not see the need to support Senior's Participation	Focus human resources on working with clubs who express interest in being involved in the initiative	2014/15		N/A		80% of Clubs who express interest in the program achieve positive outcomes	85% of Clubs who express interest in the program achieve positive outcomes
	Initiate the involvement of GMA in the development of the strategy	2014/15		N/A		80% of GMA members surveyed support the Senior's strategy	85% of GMA members surveyed support the Senior's strategy
	Develop the value proposition to influence clubs to want to be in the program	2014/15		N/A		100 clubs are involved in the program	200 clubs are involved in the program
Reluctance from clubs to embrace change and adapt to the needs of Senior's	Educate and inform clubs of evidence based research findings and provide case studies to demonstrate successful programs	2014/15		N/A		70% of Senior's golf participants surveyed are satisfied with club customer service for seniors	80% of Senior's golf participants surveyed are satisfied with club customer service for seniors
Lack of funding to support an ongoing sustainable business model	Develop a whole of sport business model that harnesses funding from key industry stakeholders - GA, MA's, PGA, ALPG. Explore opportunities for corporate partners	2014/15		N/A		Industry funding contributes to 60% of business model income	Industry funding contributes to 70% of business model income

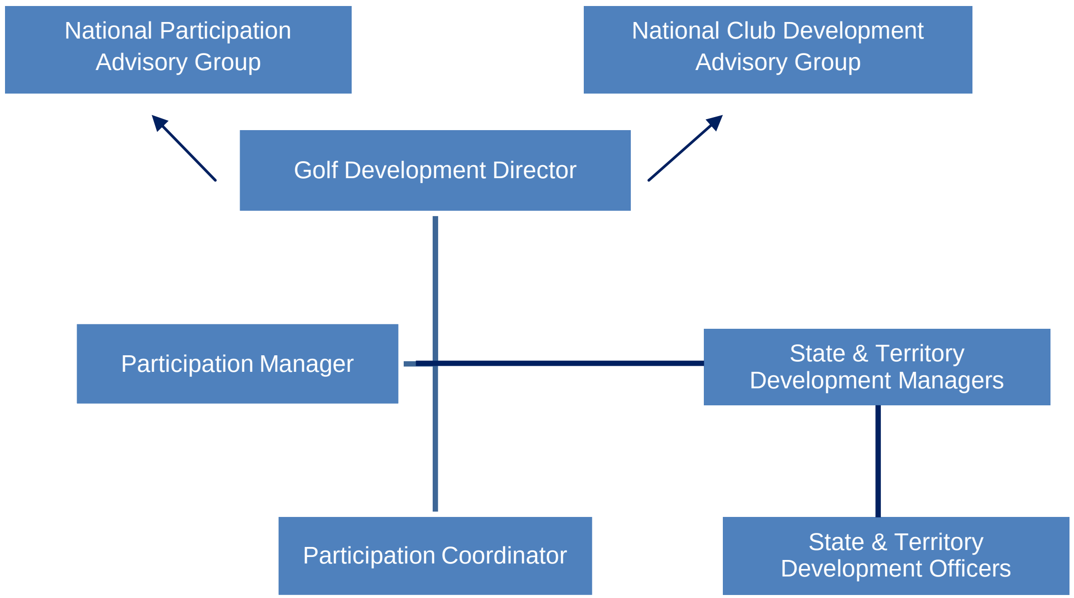
MANAGEMENT AND COORDINATION

Organisational Structure

The following diagram represents the current relationship of GA, PGA, ALPG, Member Associations, Junior Foundations, Districts and Clubs in the delivery of participation programs:

Management Structure

The following diagram represents the planned golf development management structure within Golf Australia and the relationship with State & Territory Associations:



Advisory Groups

The role of the National Participation Advisory Group and National Club Development Advisory Group is to provide strategic advice and feedback to the Golf Development Director in the respective areas of participation and club development.

National Participation Advisory Group

Golf Development Director (Chair)
Participation Manager
ASC Representative
GA Board Member
Member Association Representative
PGA Representative
ALPG Representative
GMA Representative
Participation Consultant
Development Officer

National Club Development Advisory Group

Golf Development Director (Chair)
Participation Manager
ASC Representative
GA Board Member
Member Association Representative
GMA Representative
PGA Representative
AGCSA Representative
Club Development Consultant
Development Officer

Workforce Development Plan

According to the *Australian Golf Industry Economic Report: 2010*, golf is one of the largest competitive sports in Australia based on its participant levels and economic contribution; creating full time employment for over 23,000 people. However golf also relies heavily on its volunteers to service the game in roles such as Club Managers/Secretaries and Treasurers, Community Coaches, Junior Coordinators, Course Raters, Handicappers and Rules Officials.

Of the 1,600 affiliated golf clubs in Australia; approximately 430 clubs have Managers who are employed and approximately 600 clubs are serviced by a PGA Member. **Therefore approximately 1,000 clubs are not serviced by an employed Manager and/or PGA Member.**

A Workforce Development Plan is to be developed in order to establish the capacity of the current workforce, identify the skill set, attributes and number of personnel required to achieve the objectives of the Participation Plan, with a focus on providing volunteer managed clubs support in the areas of club management, education and training, and delivery of participation programs.

Regional Structure

A national regional structure has been developed for golf to guide future resource allocation and planning. The regional structure also enables golf trends to be compared with the resident population as whole and performance when compared to other sports.

There are seventy-two golf regions across the country:

- 28 in metropolitan areas of Australian capital cities (excluding Canberra) and
- 44 in country areas of Australia (including Canberra)

These regions can be categorised into six categories:

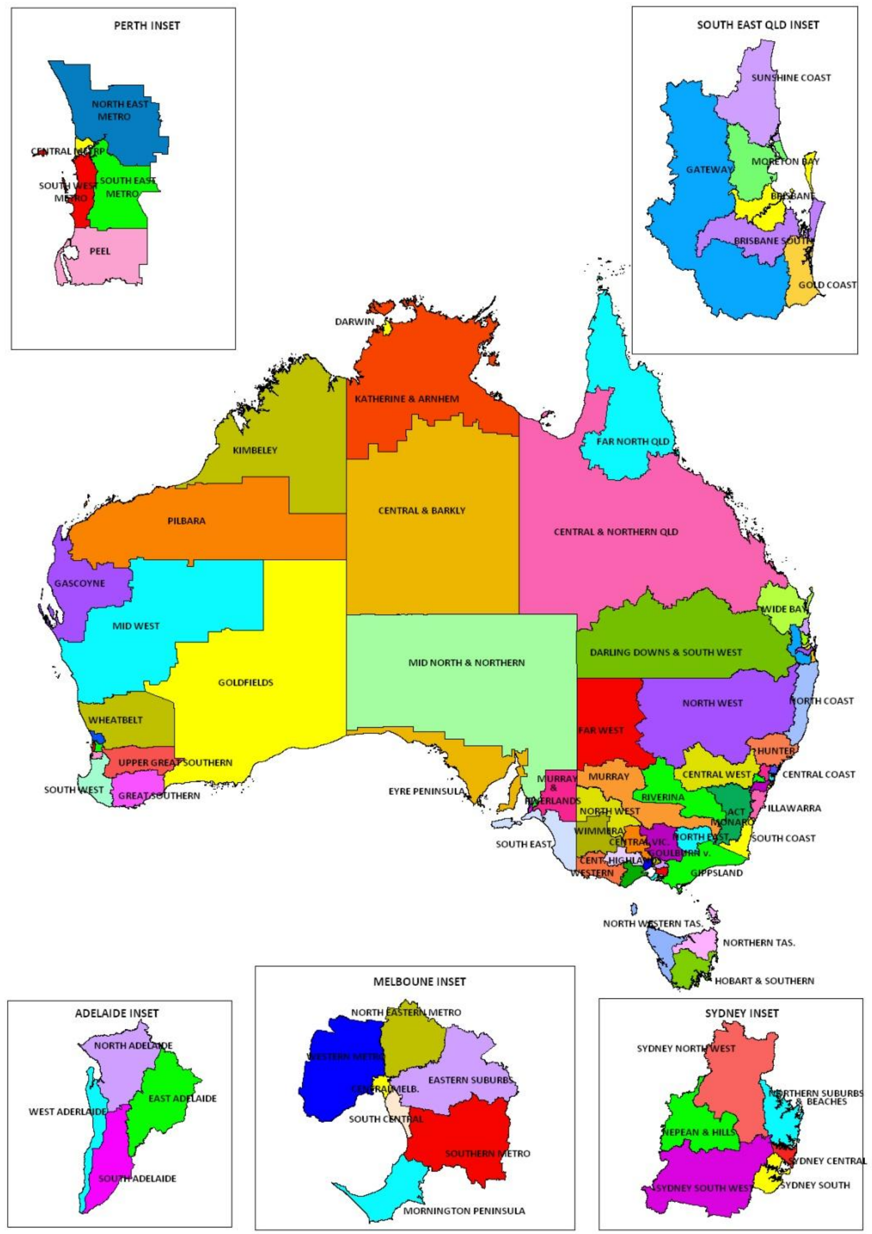
(i) Established Metropolitan Regions
(ii) Growing Metropolitan Regions
(iii) Provincial City Regions
(iv) Urban Regions
(v) Rural Regions
(vi) Remote Regions

The number of golf regions by State and Territory as illustrated, are as follows:

- 17 in New South Wales (and the ACT)
- 3 in Northern Territory
- 10 in Queensland
- 8 in South Australia
- 3 in Tasmania
- 17 in Victoria
- 14 in Western Australia

These regions have been structured to encompass existing districts, zones and associations of golf and to include whole local government areas, and where possible statistical districts around Australia.

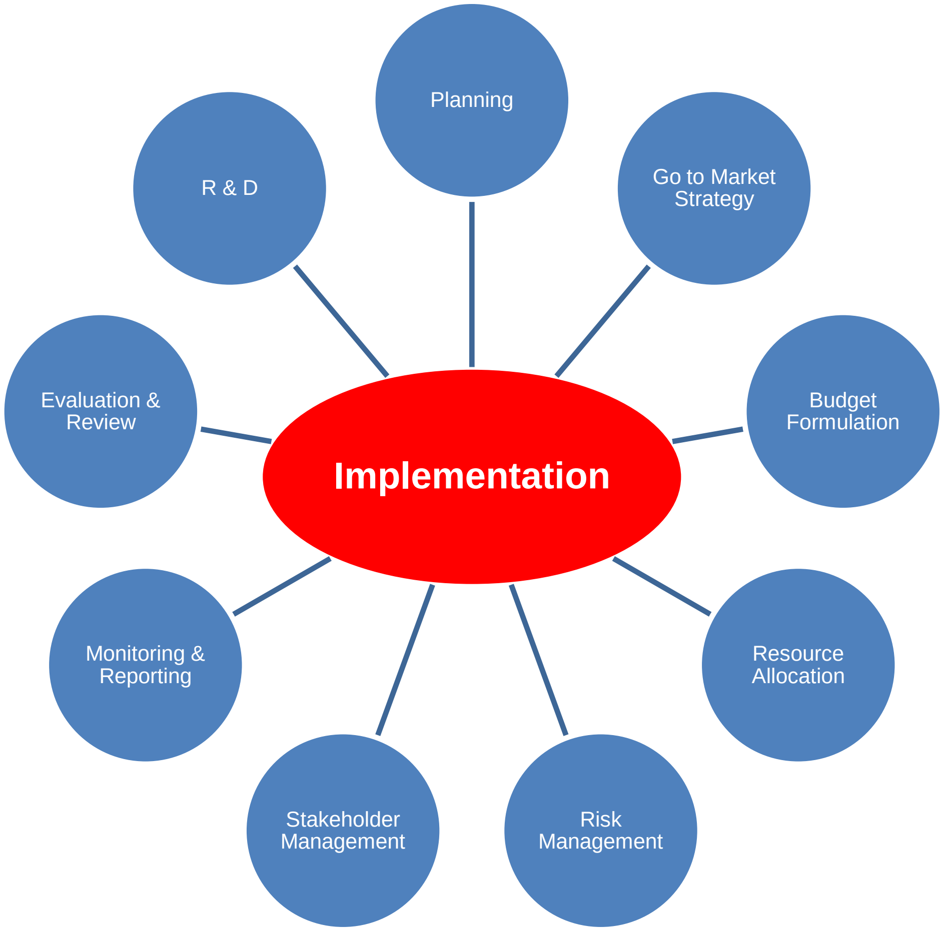
Australian Golf Regions



Source: *Street Ryan*

Implementation Framework

The following key elements form the transition of the golf participation strategies formulation to delivery and sustainability:



Sustainability

The capacity of all programs to eventually deliver a return on investment is critical for their sustainability. The MYGolf National Junior Program and Crown Lager Social Golf Club are "young" initiatives and therefore emphasis must be placed on ensuring that they are executed through well planned "go to market" strategies. These programs are currently funded through club membership affiliation fees, ASC grants and sponsorship.

Implementation & Review Process

The following steps outline the implementation and review process of the Participation Plan:

1. **Research & Development**
   Annual census carried out by Street Ryan with MA's and clubs to measure golf participation and provide information for monitoring and planning participation strategies and opportunities.

2. **Planning**
   Operational plans developed on an annual basis that include priorities, cost and resource responsibility.

3. **"Go to Market" Strategies**
   Strategies developed for programs (products) to be taken to the market in the most cost effective way to deliver on participation KPI's.

4. **Resource Allocation**
   Resources within GA staff structure to support implementation of programs allocated. Individual resource needs of MA's and their capacity to support delivery of programs assessed in line with funding allocations.

5. **Risk Management**
   Risk Management Plan established on an annual basis.

6. **Budget Formulation**
   Indicative budgets formulated for the initial four year period of the participation plan with detailed annual budgets prepared for sign off by the Board.

7. **Stakeholder Management**
   Stakeholder management strategies are included within operational plans with a focus on collaboration.

8. **Monitoring and Reporting**
   The performance of the plan to be monitored against:
   - relevant KPI's for programs on a monthly basis
   - participation strategic objectives on a quarterly basis
   - MoU's with relevant stakeholders on an quarterly basis

9. **Evaluation and Review**
   Strategic objectives are to be reviewed on an annual basis by the National Participation Advisory Group and Club Development Advisory Group which are made up of representatives from GA, PGA, ALPG, MA's, ASC, GMA and AGCSA.

Annual Planning, Reporting and Review Process

The following table provides details and timelines for the planning, reporting and review of the Participation Plan:

July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun
Monthly KPI Traffic Light Report prepared for GD Dept & Board Annual Census carried out GA compiles annual participation numbers Quarterly individual teleconference with MA's to review performance against PP measures Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board PP Annual Report prepared for GA Board & Management GA prepares report for meeting with ASC to review Performance against previous PP and report on current PP objectives Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board Annual Census Report finalised **GA meets with ASC to review Performance against previous PP and report on current PP objectives** Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board Quarterly individual teleconference with MA's to review performance against PP measures Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board	Monthly KPI Traffic Light Report prepared for GD Dept & Board Quarterly individual teleconference with MA's to review performance against PP measures Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG GA prepares report for meeting with ASC to check on progress of performance against PP	Monthly KPI Traffic Light Report prepared for GD Dept & Board **GA meets with ASC to check on progress of Performance against current PP** Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG Quarterly individual teleconference with MA's to review performance against PP measures	Monthly KPI Traffic Light Report prepared for GD Dept & Board Meeting of National Participation Advisory Group Meeting of National Club Development Advisory Group **Annual Golf Development Forum held with MA's and other Key Stakeholders** Budgets and Operational Plans developed for next year Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG	Monthly KPI Traffic Light Report prepared for GD Dept & Board GA Board sign off on budgets PP operational plans finalised for next year and communicated to MA's and other Key Stakeholders Monthly Tele-conference with MA's, Junior Foundations, PGA & ALPG

PARTNERSHIPS

Golf Australia

PARTNERSHIPS

GA has relationships with the following major external partners who assist GA's capacity to deliver participation programs:

The ASC is Australia's primary national sports administration and advisory agency, and the cornerstone of a wide-ranging sports system. On behalf of the Australian Government, the ASC plays a central leadership role in the development and operation of the Australian sports system, administering and funding innovative sport programs and providing leadership, coordination and support for the sport sector.

The ASC provides funding to GA to run participation programs.

The PGA of Australia is the national association for professional golfers representing over 2,500 tournament, club and, teaching professionals who showcase the sport and service the golfers who play the game. The official sanctioning body for men's PGA Tour events in Australia and New Zealand and the regional body represented on the International Federation of PGA Tours.

GA works closely with the PGA in the areas of junior development and coaching, and has recently established a formal MoU. There are further opportunities for the bodies to work in collaboration in the area of participation.

The ALPG is the governing body for women's professional golf in Australia with a membership incorporating Australian and New Zealand resident professionals. The sanctioning body for women's professional golf in Australia and a member of the International Federation of PGA Tours.

GA has recently established a MoU with the ALPG and will be looking to harness women teaching professionals in junior development, coaching and women's participation.

The R&A is responsible for the running of the Open Championship and is the international governing body for administering the rules of golf.

The R&A provides funding to GA for the MYGolf National Junior Program.

Golf Management Australia [GMA] is the professional organisation serving the needs of managers within Australian Golf and currently has approximately 259 members.

GA supports GMA as a sponsor of their bi-annual conference and recognises the importance that Golf Club Managers play within the industry and will be exploring opportunities for the bodies to work more closely in the area of club development and linkage to participation.

School Sport Australia (SSA) is responsible for the development and promotion of school sport in Australia, which is achieved through the work of its State Member bodies who provide the maximum number of opportunities for students to participate in the broadest possible range of sporting activities. A focal point of SSA activities is the interstate competitions offered at both Primary and Secondary levels.

GA and SSA have established a MoU, and are currently working towards growing the school golf championships within the participation pathway in consultation with MA's and State School Sport Associations.

Drummond Golf (DG) is Australia's largest off-course golf retailer with nearly 50 stores in all the states and territories throughout Australia.

DG are a sponsor of the Crown Lager Social Golf Club and MYGolf Schools program and have been responsible for supplying school golf kits and facilitating additional support of their premium golf brand partners.

The Australian Government's Active After-school Communities (AASC) program is a national initiative that provides primary school children with access to free sport and other structured physical activity programs in the after-school time slot of 3.00pm to 5.30pm.

GA is working closely with AASC to embed the MYGolf schools program within the AASC program.

Sports CONNECT

Sports CONNECT is a national framework that develops pathways for people with a disability to get involved in sport, by creating and developing relationships between sports and disability organisations. The ASC funds and supports national sporting organisations to increase opportunities and quality for people with a disability to participate in sport.

Disability Alliance

The Disability Alliance is made up of Amputee Golf Australia, Blind Golf Australia, Deaf Golf Australia, Special Olympics Australia and GA. The role of the Alliance is to work collaboratively to provide opportunities for people with a disability to participate in golf. MoU's are in place between GA and each of the bodies making up the Alliance.

Aboriginal Golf

Golf has been included in ASC Indigenous Sport Program since 2001. An Indigenous Golf Advisory Board (IGAB) was formed by GA in 2007 with the responsibility of conducting the Australian Torres Strait and Islanders Golf Championships and advising GA on matters relating to Indigenous golf.

IGAB is planning to develop a position statement on Aboriginal golf.

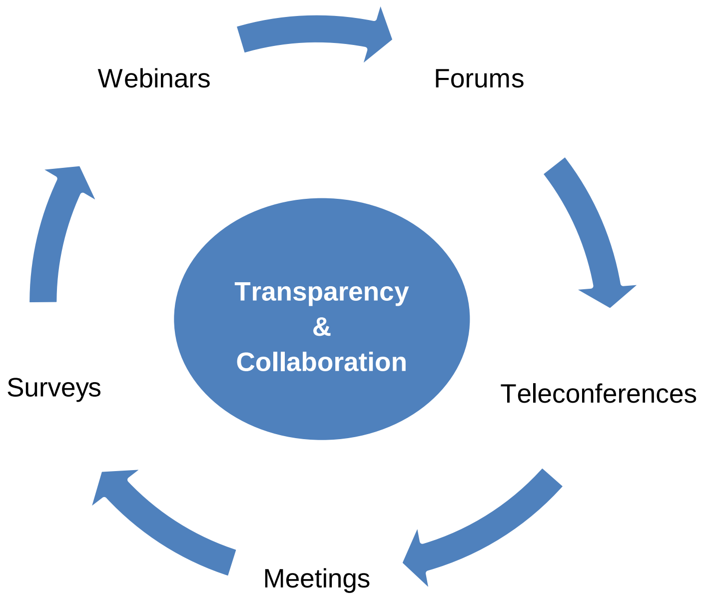
State Sport & Rec Depts.

State Sport and Recreational departments exist in all States to provide greater access and opportunities for participation in sport and recreation, improve the quality of community sport and recreation facilities, strengthen the capacity of sport and recreation organisations and reinforce the enriching role that sport and recreation plays in people's lives. A National Sport and Active Recreation Policy Framework was agreed to by all Australian governments in June 2011.

SSR's provide funding to State Sporting Associations and there is now an emphasis placed on SSA's alignment to National programs which provides GA with an opportunity to achieve better outcomes for the whole of golf.

Consultation and Engagement

GA's capacity to deliver outcomes on its participation objectives is dependent upon its ability to lead the industry, while consulting and engaging with its partners at all levels. To this end, GA's approach is underpinned by transparency and collaboration with various consultation methods including forums, webinars, teleconferences, meetings, and surveys.



COMMITMENT AND ACKNOWLEDGEMENTS

COMMITMENT

The following organisations have confirmed their commitment to use their best endeavours to align to and support the delivery of the **Golf Participation Plan**:

Signed for and behalf of **Golf Australia** by:
Stephen Pitt
Chief Executive Officer

Signed for and behalf of **Golf NSW** by:
Stuart Fraser
Chief Executive Officer

Signed for and behalf of **Golf NT** by:
Stewart Cox
President

Signed for and behalf of **Golf QLD** by:
Lindsay Ellis
Chief Executive Officer

Signed for and behalf of **Golf SA** by:
Chris Luz-Raymond
Executive Director

Signed for and behalf of **Golf TAS** by:
Craig French
General Manager

Signed for and behalf of **Golf VIC** by:
Simon Brookhouse
Chief Executive Officer

Signed for and behalf of **Golf WA** by:
Gary Thomas
Chief Executive Officer

Signed for and behalf of the **PGA of Australia** by:
Brian Thorburn
Chief Executive Officer

Signed for and behalf of **ALPG** by:
Warren Sevil
Chief Executive Officer

Signed for and behalf of **GMA** by:
David Allen
Chief Executive Officer

Signed for and behalf of **Jack Newton Junior Golf** by:
Peter Van Wegen
Chief Executive Officer

Signed for and behalf of the **Greg Norman Foundation** by:
Rae Clarke
Chief Executive Officer

Signed for and behalf of **Stuart Appleby Junior Golf** by:
Ashley Marshall
Manager

ACKNOWLEDGEMENTS

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APPENDICES