



**GolfAustralia**

Golf Australia Annual Report  
2014 / 2015

[golf.org.au](http://golf.org.au)

2014/2015

# Contents

Golf Australia Director Profiles	05
Committees	05
Golf Australia Staff	06
Chairman's Report	07
Chief Executive Officer's Report	08
Review of Operations	10
Message from the Australia Sports Commission	32
Annual Financial Report	33



# Introduction

## Golf Australia Director profiles

### John Hopkins, OAM (Chairman)

was re-elected to the Board in November 2013 and re-elected as Chairman of Golf Australia in April 2015. John has been a professional company director in recent years and has served as chairman and director of a significant number of publicly listed companies over the past 25 years.

### Robert Crosby

was elected to the Board in November 2012. Bob spent more than 30 years at the National Australia Bank in a variety of senior management positions.

### Kerri-Anne Kennerley

was appointed as a Director to the Board in April 2013. Kerri-Anne is a familiar face to many Australians with more than 30 years' experience in television, entertainment and business.

### Ken Richards

was elected to the Board in October 2014. Currently the Managing Director of Leaf Resources, Ken has extensive experience in managing growing companies across the agriculture, finance and technology sectors.

### Michael Sammells

was re-elected to the Board in November 2013. Currently the Finance Director at Healthscope, Michael has extensive experience in the health care industry after initially commencing his career in logistics.

### Carmel Smith

was re-elected to the Board in October 2014. Carmel has worked in the Queensland education system as a school principal and been involved in Australian golf for more than 40 years.

### Jill Spargo

was elected to the Board in November 2012. Jill is a general medical practitioner based in Melbourne and has been a board member of Women's Golf Victoria and Golf Victoria.

### Malcom Speed, AO

was appointed as a Director to the Board in December 2011. Malcom is the former Chief Executive of the International Cricket Council and has extensive international experience in sport administration.

**Stuart Cox** completed his term in October 2014 and **John Karren's** appointment as a Director was completed in March 2015.

## Committees

### Handicapping & Rules Policy Committee

John Hopkins (Chairman)  
Chris Allen  
Robert Crosby  
Simon Magdulski  
Stephen Pitt  
Michael Sammells  
Jill Spargo

### Audit & Risk Committee

Robert Crosby (Chairman)  
John Davies  
Gerard Kennedy  
Stephen Pitt  
Michael Sammells

### Golf Australia Council Delegates

#### Golf New South Wales

Chris Allen, Sue Fabian, John Robinson

#### Golf Queensland

Peter Castrisos, Matthew Toomey

#### Golf Victoria

John Hobday, Tony Nott, Stephen Spargo

#### Golf South Australia

Tony Bourne, Bill Klæbe (until November 2014),  
Susan Seja (from November 2014)

#### Golf Tasmania

Tony Bush

#### Golf Western Australia

Max Hannah, Dianne Tomlin (until April 2015),  
Gemma Felton (from April 2015)

#### Golf Northern Territory

Jason De Araujo

### Life Members

Patricia M. Bridges OBE

## Golf Australia Staff

<b>Stephen Pitt</b>	Chief Executive Officer
<b>Kent Boorman</b>	Commercial Director
<b>Matt Cutler</b>	High Performance Manager
<b>Serrin Cooper</b>	Female Participation Co-ordinator (commenced June 2015)
<b>Megan Fox</b>	Commercial Executive (commenced July 2014)
<b>David Gallichio</b>	Participation Manager
<b>Mark Hayes</b>	Media Manager (commenced November 2014)
<b>Trevor Herden</b>	Director – Championships
<b>Shaun Hickman</b>	National School Golf Co-ordinator (commenced March 2015)
<b>Brad James</b>	High Performance Director
<b>Gerard Kennedy</b>	Chief Financial Officer and Company Secretary
<b>Fiona Leggett</b>	Administration Assistant
<b>Simon Magdulski</b>	Director – Rules & Handicapping
<b>Therese Magdulski</b>	Manager - Golf Development
<b>Vikie McCourt</b>	Executive Assistant and Office Manager
<b>Emily Miller</b>	Manager – Championships & Rules
<b>Stephanie Papalitsas</b>	Participation Co-ordinator
<b>Emma Phillips</b>	Receptionist and Administration Assistant (commenced April 2015)
<b>Adam Power</b>	Manager – Course Rating
<b>Chris Schwen</b>	Event Manager – ISPS Handa Women's Australian Open
<b>John Sutherland</b>	Head of Media & Digital
<b>Paul Vardy</b>	Club Support Manager
<b>Cameron Vincent</b>	Championships Co-ordinator
<b>Cameron Wade</b>	Director – Golf Development
<b>Deanna Yong</b>	Accountant

Hamish Jones, Sarah Kennedy and Ellie Williams left the organisation during the reporting period

## Chairman's Report

2014/15 was a very positive year for Australian Golf in a number of ways, particularly the performances of our elite players. Adam Scott held the position of World Number One for the first few months of the year, the first Australian man to do so since Greg Norman.

Established stars such as Karrie Webb and Jason Day performed very consistently during the year and our Rookie Professionals showed they have the ability to be highly successful on the international stage. Minjee Lee won her first LPGA tournament in May and moved herself into the top 15 of the world rankings, Su Oh won in her second professional event and Cameron Smith finished tied for 4th in his first major championship at the 2015 US Open at Chambers Bay.

The performance of our High Performance program, both in terms of the National Squad and Rookie Professional squad has been outstanding, and I would like to acknowledge the wonderful support of John and Jill Kinghorn. Our performances in the World Amateur Teams Championship were exceptional, in particular the achievement of winning the Espirito Santo.

Other noteworthy performances from our amateur golfers included winning the Astor Trophy in Adelaide which is contested by Australia, Canada, Great Britain, New Zealand and South Africa. Antonio Murdaca's victory in the Asia Pacific Amateur Championship was a breakthrough achievement and of course our Amateur Championship winners Shelly Shin and Cameron Davis should also be acknowledged.

As evidenced by the play at the Interstate Teams Matches, the future of Australian golf looks bright and it would be remiss not to mention Victoria's achievement of recording the first clean sweep of the Girls, Boys, Women's and Men's Interstate Series.

The Emirates Australian Open and the ISPS Handa Women's Australian Open continued to be the showcase events of golf in this country and we were fortunate to have such extraordinary champions in Jordan Spieth at The Australian Golf Club and Lydia Ko at Royal Melbourne Golf Club.

The governance of Australian golf continues to be a priority focus for Golf Australia and during the year we spent a lot of energy progressing the One Golf project which aims to bring Golf Australia and the Member Associations together into one organisation. To this point, the dialogue between the parties and external stakeholders such as the Australian

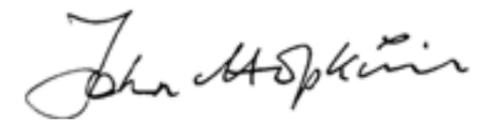
Sports Commission has been constructive and productive. We firmly believe successfully implementing this structure would ensure positive outcomes for golf into the long-term future.

The grassroots health of golf in Australia is generally good although, like any sport we have areas that we would like to strengthen. Club health is one such area and we have a coordinated program in place with State Associations to try to address the challenges that clubs face.

Details of our major development programs such as MyGolf, Swing Fit and the Club Support program are detailed in other reports, but the overarching comment I would make is that they are worthy programs and if we can get industry support and take-up they will deliver increased participation and lead to a positive result for golf.

Financially, Golf Australia has grown stronger again, recording a responsible surplus and also managing to significantly increase our investment into programs that support the growth of Australian golf. This continues to be our explicit aim on an annual basis.

I sincerely thank my fellow directors for their enthusiasm and desire to give back to Australian golf. They work without reward to make golf a better and stronger sport and put in countless unpaid hours to this end. I'd also like to thank the Golf Australia staff so ably led by CEO Stephen Pitt for their efforts in 2014/15. They should be proud of their dedication, passion and contribution to the game.



**John Hopkins, OAM**  
Chairman

# Chief Executive Officer's Report

There were a number of highlights for Australian Golf during the year and the health of the game throughout the country remains strong. In particular, participation and membership figures showed positive trends, which, if they can be built upon, will have golf in a really good position. Member rounds increased by 3.6% and 14.4 million rounds were processed through Golf Link. In terms of membership, while we still had a decline in member numbers, it was minimal (0.7%) and the decline was half of that of the previous year. It is still too early to call this a positive trend, but it does at least provide a case for optimism.

Club health remains a cause for concern and it is an area Golf Australia and the State Associations have been focusing on. During the year Golf Australia launched the Club Support Portal and it recorded very strong visitor numbers and there has been good positive feedback. Of course, more needs to be done to support clubs and GA has allocated additional resources in 2015/16 to do so.

MyGolf was relaunched in July 2014 and the program is growing steadily on a monthly basis. The Joint Venture arrangement with the PGA has worked very well and thanks are due to Adrian Anderson, who chairs the Joint Venture Board and also to Gavin Kirkman and his key staff from the PGA who have worked diligently to build program buy-in and support.

Swing Fit, a new innovative program aimed at women, was researched, tested and piloted during the year and hopefully it connects golf with a new audience of female players. The other very positive development for golf was that it was one of a handful of sports to receive significant funding under the new Sporting Schools program that has been developed by the Australian Sports Commission (ASC). We are confident that the program will have a very positive impact for golf in 2015/16 and beyond.

The support of the ASC has been instrumental in the success Golf Australia has enjoyed in the key areas of its business. Apart from funding research in programs such as MyGolf and Swing Fit, the ASC has provided financial support and expertise in the area of governance reform, principally in the One Golf project, which aims to unify Golf Australia and the Member Associations under one organisation.

Considerable work went into the One Golf project during the course of 2014/15 and there has been much positive dialogue through the process. Three independent consultants were selected to provide data about the impact of One Golf in terms of efficiency, revenue and participation. Golf Australia presented this information to Member Associations in February and March and we are now in a period of further consultation.

Golf Australia operated efficiently in a financial sense, recording a surplus of \$302,203, which follows the operating guidelines we have established. More pleasing was the organisation's ability to increase its investment into programs, with \$3.599m being invested in the year. This represented an increase of over 13% and helped us to grow our programs and their influence on the sport. Much still needs to be done in this area and it is the key priority of the organisation.

At the elite end of the game, it was a highly successful year for Australian golf. Adam Scott started the year as world number one and held that position for several months and also very pleasing was the emergence of new players such as Minjee Lee, Su Oh and Cameron Smith, who made exceptional starts to their professional careers.

We had two memorable Australian Opens won by young superstars of our sport in Lydia Ko and Jordan Spieth, both of whom went on to win majors and claim the world number one mantle. Special thanks are due to ISPS Handa, Emirates and World Sport Group who have been instrumental in the success of those championships along with other sponsors, state event corporations and broadcast partners.

I'd like to thank the Board and staff of Golf Australia for their contribution to the success the organisation enjoyed this year. Golf has been enormously fortunate to have Chairman John Hopkins and the entire Golf Australia Board driving the organisation forward. They have contributed an enormous amount of knowledge, passion and wisdom over the course of the year and we are fortunate to have directors who care deeply for the game and have the knowledge and skills to help strengthen it.

I would like to thank each and every staff member of Golf Australia for their commitment to golf and their desire to see the sport grow and prosper. There have been a number of accomplishments during the year that are significant and have had a positive impact on golf.



**Stephen Pitt**  
Chief Executive Officer



# Review

# of Operations

## MyGolf



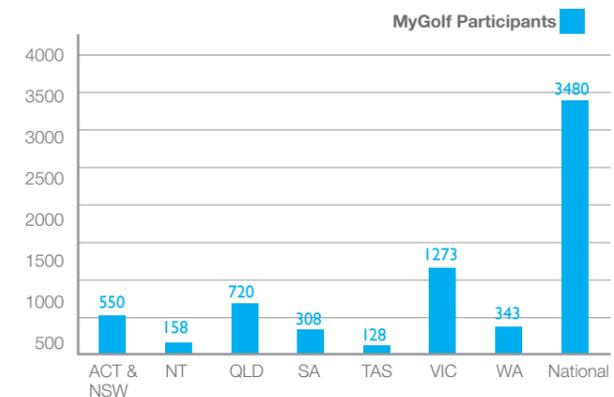
A significant achievement of the 2014/15 year was the successful re-launch of the MyGolf program which resulted in 3,478 new participants enrolling in the program across the country and 365 golf facilities registering as MyGolf Centres. This provides a solid foundation for continued growth of the program.

Victoria, Tasmania, South Australia and Northern Territory all achieved their targets, while Queensland and Western Australia performed strongly in the latter part of the year and are well positioned for the 2015/16 year. Priority areas are to improve the performance of NSW and WA in addition to focussing on the following key strategies:

- 1 Accelerate the conversion of golf facilities and PGA Members to MyGolf and strengthen the engagement with existing centres**  
 Drive endorsement of the MyGolf product among deliverers and convert existing users of competitor products to MyGolf with a focus on well-established existing junior programs
- 2 Actively promote MyGolf as superior to the competition**  
 Offer money-can't-buy incentive opportunities for participants and deliverers and provide a cost-effective public relations and local advertising campaign
- 3 Optimise the MyGolf school pathway and the link to the MyGolf Club Program**  
 Launch the MyGolf Schools and Sporting Schools products and implement a school ambassador program

**Other key MyGolf highlights to be noted included:**

- Increased engagement of PGA Members into the program – up by 12%
- Implementation of real-time participant registration tracking
- Royal Melbourne Golf Club was ranked the No.1 MyGolf Centre with 213 registered participants for the year
- MyGolf activations at all major professional tournaments across the Summer of Golf
- MyGolf to be delivered exclusively in the new ASC Sporting schools program which replaces the previous Active After Schools Communities Program
- \$250,000 funding received from the ASC to assist in the development of the MyGolf Sporting Schools Program and refresh the MyGolf Schools program



# Swing Fit



The development of the Swing Fit program, in collaboration with the PGA of Australia, ALPG and ASC, continued as a key project in 2014/15 with the objective to progress the concept to a product and brand that is ready to take to market. This process involved robust testing of the concept and the running of 14 pilot programs to confirm the product offering met the needs of both the consumer and deliverer segments to ensure optimal satisfaction and engagement, and to gain further insights about the product.

It is pleasing to note that the feedback received by deliverers and participants was very positive and that the program will be rolled out across the country from October 2015.

### What is Swing Fit?

Swing Fit is an innovative golf conditioning and skill acquisition program, which has socialisation, golf-specific conditioning and games-based learning at its core. The fundamental outcomes for participants in Swing Fit are:

- Health and conditioning
- Wellbeing and social
- Skill development
- Welcoming and fun



### Goal

To increase female participation and engagement in golf and transition participants into further development pathways.

### Target Audiences

Swing Fit targets the following female age segments, as identified through research:

- **Primary Focus:** Young Adults, 18-39 years
- **Secondary Focus:** Older Adults, 40+ years

Swing Fit targets three female participant segments:

- 1 Beginner**  
Participants who have rarely or never played golf before.
- 2 Intermediate**  
Participants who are currently participating in golf, seeking additional skill development and practice, low/mid-level conditioning, and social golf opportunities.
- 3 Advanced**  
Participants who are currently participating in golf, seeking advanced skill refinement, mid/high level conditioning and may also include activities which focus specifically on team building.

# Club Support

Club Support remains an important area for GA with the goal to improve the capability, financial performance and sustainability of clubs.

The Club Support Portal was successfully launched in October and the number of users and page hits continue to grow steadily with 33,000 page views, 5,500 users and 8,500 sessions recorded as at June 30.

Resources continue to be added to the portal to assist clubs in the areas of governance, strategic planning, financial management, marketing and facility management.

### Club Health Check Tool

As at June, 30, there had been 227 club health checks completed nationally and an analysis of 150+ clubs found that:

- 58% don't have a strategy to attract people to their committee
- 73% don't have professional development opportunities in governance and 26% do so occasionally
- 49% never or rarely provide professional development opportunities for people who run the club, with 29% only occasionally
- 33% rarely or never collect information on why members are resigning with 39% only sometimes collecting information
- 46% described their planning as short-term or 'none'
- 38% of committees don't review performance against a plan
- 44% stated they were financially struggling or coping, as opposed to stable or strong

This provides valuable insights and identifies the need to address these areas in club management.

Strategic priorities for club support in 2015/16 are:

- 1** Expand the knowledge and resource centre
  - Development of a Club Mark accreditation system
  - Development of club governance education & training resources
- 2 Strengthen the engagement with key stakeholders**
  - Harnessing State/Territory development personnel
- 3 Continue to measure club and facility health**
  - Analysis of club health checks & GMA benchmarking data
- 4 Drive national and state based programs**



## Play Golf Week



The inaugural National Playgolf WEEK held from November 17-23, 2014 was a successful pilot and a good starting point for future campaigns with 197 facilities participating across the country

The overall feedback from the industry of the initiative was very positive.

Highlights of the campaign were:

- Industry buy-in to the campaign that included all State Associations
- A good initial response from facilities in year one with 197 actively participating
- More than 7,000 individuals attended campaign activities
- South Australia achieved a participant increase of 121% from the previous year when the campaign was run only in SA
- High engagement of facilities with 84% activating their own local marketing initiatives
- 72% of participating facilities support the campaign

2014 Key Performance Measure	Actual
Participating Facilities	197
Facility Playgolf Week Activities Participants	4,360
Club Membership Take-ups	194
State Association Launch Event Participants	1,050
State Association Female Events Participants	230
State Association MyGolf Events Participants	1,608
Database Acquisition	2,162
Playgolf Week Website Page Views	82,913

A full review of the 2014 event was carried out including a comprehensive post-event report. The review included the commissioning of a post-event feedback survey and data reporting from State Associations and facilities.

Learnings and feedback from the 2014 Pilot Event will assist the planning and implementation of next year's campaign.

## Qantas Golf Club



Golf Australia was thrilled to partner with Qantas in launching the Qantas Golf Club. The strength of the Qantas Frequent Flyer program provides golf with a wonderful vehicle to promote golf, particularly to the social player – a priority for Golf Australia.

Both Golf Australia and Qantas are united in our aim to encourage more people to play golf and create a new generation of golfers by making golf more accessible to all players, which will translate into more revenue and opportunities for golf clubs and a healthier industry.

From the launch of the program in December 2014, in excess of 30,000 members have joined the Qantas Golf Club and more than 100 golf clubs have partnered with the program.

We have worked extremely closely with Qantas to ensure this program has a positive impact on the health of Australian golf clubs and remained committed to working with Australian golf clubs, Australian golfers and with Qantas Golf Club to further enhance the opportunities that the Qantas Golf Club provides for our industry.



## Other initiatives

A number of other participation initiatives were carried out during the year which included:

- Developing in partnership with the PGA of Australia a new on-line community instructor program
- Providing support to organisations such as Speed Golf Australia, Foot Golf Australia and Urban Golf Australia in the development of new formats of the game
- Continued liaison and support to grow participation with the following Golf Disability Organisations – Amputee Golf Australia, Blind Golf Australia, Deaf Golf Australia, Special Olympics Australia
- Providing support for the running of the 2014 Aboriginal and Torres Strait Islander Golf Championship that was held at Meadow Springs Golf & Country Club, WA



## Rounds & Membership

For the 12-month period to June 30, 2015, a total of 14,398,422 million rounds were recorded by GolfLink – a 3.6% increase on the previous year.

Slightly higher growth was recorded in rounds played by male golfers, accounting for 82% of all rounds played.

Northern Territory experienced the largest increase in competition rounds played with a 16% increase, followed by Western Australia (+10.2%), Tasmania (+8.7%) and Victoria (+8.2%) who benefitted from a less disruptive year weather-wise.

Conversely a negative annual outcome was recorded in NSW as the autumn and winter period demand averaged 5% lower than the corresponding periods in 2013/14.

As at 2014/15, there were 397,234 affiliated playing members registered in Australia on GolfLink, a reduction of 0.7% on the previous year, which is the lowest annual decline reported since 2007

In percentage terms, Western Australia was the strongest performing State with an increase in their membership base of 2.2%, which was driven by increases at metropolitan clubs. Victoria and South Australia also experienced small increases in membership numbers.

NSW was the poorest performing state and accounts for most of the overall reduction in membership numbers across Australia. The reduction of 2.4% was driven by declines in both the metropolitan and regional areas. Queensland, Tasmania and the Northern Territory experienced small declines in their membership base.

The following table illustrates the total number of affiliated club members by State/Territory.

State/Territory	Year End 30/6/2015	Year End 30/6/2014	% Change
ACT & NSW	5,302,097	5,321,081	-0.4%
VIC	3,899,555	3,602,799	+8.2%
QLD	2,550,180	2,531,411	+0.7%
WA	1,155,512	1,048,160	+10.2%
SA	1,071,195	1,010,090	+6.0%
TAS	349,676	321,560	+8.7%
NT	70,207	60,519	+16.0%
<b>Total</b>	<b>14,398,422</b>	<b>13,895,620</b>	<b>+3.6%</b>

State/Territory	2013	2014	% Change
ACT & NSW	153,606	149,855	-2.4%
VIC	107,365	107,996	+0.6%
QLD	67,009	66,558	-0.7%
WA	32,837	33,571	+2.2%
SA	25,683	25,907	+0.9%
TAS	11,310	11,131	-1.6%
NT	2,276	2,216	-2.6%
<b>Total</b>	<b>400,086</b>	<b>397,234</b>	<b>-0.7%</b>

## Championships

**Golf Australia's National Championships have continued to promote the game whilst providing a development pathway for our elite players.**

The year started with the Astor Trophy on The Grange Golf Club's West Course in South Australia. The event is an International Women's Team's event held every four years between Australia, Canada, Great Britain, New Zealand and South Africa. Each country is represented by 5 female players and each country contests foursomes and singles match play in a round robin format. The Australian team of Shelly Shin, Hannah Green, Becky Kay, Jenny Lee and Gennai Goodwin were victorious on home soil, giving Australia its 5th win since its inception in 1959.

The Australian Amateur Championship presented by Audi followed on from the Astor Trophy and was played at The Australian and The Lakes Golf Clubs in Sydney. New South Welshman Cameron Davis was victorious in the Australian Men's Amateur Championship, defeating Tyler Hodge from New Zealand in an epic matchplay final which went to the 37th hole. Shelly Shin, also from NSW, capped an incredible year to become the Australian Women's Amateur champion. Shin toppled home-course hero Elizabeth Elmassian to win the 36-hole final convincingly 8&7.

More than 50 international players from Canada, South Africa, Korea, Japan, England, Canada, New Zealand, China, Singapore, Malaysia, Switzerland and the United States of America competed in the Australian Amateur Championships, showing the event is continuing to be recognised on the international amateur stage. The maximum GA Handicap for men was down to 0.8 from 1.4 the previous year, whilst the women's GA Handicap reduced from 4.4 to 2.0, highlighting the quality of the field.

Our Australian Junior titles were won by Victorian Ryan Ruffels and Celina Yuan, of New South Wales. Ruffels successfully defended his Australian Boys' title after a brilliant week at Kooyonga Golf Club in South Australia which included breaking the previous course record twice in the final two rounds to win the championship by 15 shots with a 15-under-par total. In the Australian Girls' Amateur at Tea Tree Gully Golf Club, Yuan defeated Queenslander Karis Davidson on the third playoff hole to win her first national title. Yuan and Davidson finished at one over to force the playoff.

The Australian Junior Interstate Teams matches followed on from the Amateurs with the boys played at Links Lady Bay Golf Club and the girls at Fleurieu Golf Club. Victoria was successful in claiming both titles after a stellar week for the state. In the Australian Boys' Interstate Teams Matches, Victoria finished with a total of 6 contests and 27 matches to finish half a contest ahead of Western Australia. Three players were undefeated during the series – Cameron Jones (WA), Lois Dobbelaar (Qld) and Ryan Ruffels (Vic). In the Australian Girls' Interstate Teams Matches, Victoria was undefeated finishing with a total of 4 contests and 14.5 matches to win by a contest from Queensland. Stephanie Bunque (Vic), Cheerie Tan (Vic) and Celina Yuan (NSW) were undefeated throughout the series.

The Australian Interstate Teams Matches were contested on Melbourne's sandbelt with the Men's played at Huntingdale Golf Club and the Women's played at Royal Melbourne Golf Club (East Course). Victoria completed a clean sweep of state teams' titles for the first time in history adding the Men's and Women's Interstate Trophies to the Boys' and Girls' wins. Victoria downed Queensland 5-3 in the Men's Final whilst in the Women's final for the Gladys Hay Memorial Cup, defending champion Western Australia was defeated 3.5 – 2.5. Jarryd Felton (WA), Blake Proverbs (Qld), Ben Eccles (Vic) in the Men's, and Grace Daniell (Vic) and Hira Naveed (WA) in the Women's, remained undefeated throughout the series.

The Australian Women's Senior Amateur was played in Tasmania at Launceston's Riverside Golf Club, with 2010 champion Robyn Puckett, from Queensland, defeating seven-time champion Sylvia Donohoe, from NSW, 3&1 in the final. The Australian Men's Senior Amateur was played at Mandurah Country Club in Western Australia with Victorian Gordon Claney winning the title by two shots from Trevor Hughes, of WA, with a six-over-par total.

New South Welshman Brian Sams took out the 2014 Australian Senior Men's Match Play title at Coolangatta Tweed Heads Golf Club on the Gold Coast, defeating Victorian Barry Tippett in a thrilling final which went to the 19th hole. The championship was moved from October to June in 2015, with Coolangatta-Tweed Heads agreeing to host the event for the next three years. West Australian Ian McPherson defeated Trevor Box, from Queensland, in another exciting final which went to the 24th hole.

The Mid Amateur Championships moved from Victoria for the first time and was played at Lynwood Country Club in north-western Sydney. New South Welshman John McMiles took out the Men's Championship by one shot from Paul Bucan, of WA, with a 2-over-par total, whilst 2011 Australian Women's Mid Amateur Champion, Katrina Jones, from Queensland, claimed her second title, winning by a shot from Gemma Dooley, from NSW, with a 20-over-par total.

The Australian Amateur Ranking Systems continue to provide the industry with the chance to monitor the movements of Australia's best golfers. Congratulations are extended to Todd Sinnott (Vic) and Minjee Lee (WA) for winning the 2014 Men's and Women's Rankings, Ryan Ruffels (Vic) and Shelly Shin (NSW) for taking out the Junior Rankings, and Gordon Claney (Vic) and Jacqui Morgan (NSW) for topping the Senior Rankings.

Once again, Golf Australia thanks all of the host clubs over the last 12 months who have kindly given up their courses to support our National Championships. We are also thankful to the many volunteers who assisted in making the events so memorable for all competitors.



## 2014/2015 National Championships Winners

Date	Championship	Venue	Winner
30 September – 2 October 2014	Australian Men's Senior Amateur Championship	Mandurah Country Club, WA	<b>Gordon Claney (VIC)</b>
3 – 6 September 2014	World Amateur Teams Championship – Espirito Santo	Karuizawa Golf Complex, Nagano, Japan	<b>Australia</b> Australian Team: Minjee Lee, Su Hyun Oh, Shelly Shin
11 – 14 September 2014	World Amateur Teams Championship – Eisenhower Trophy	Karuizawa Golf Complex, Nagano, Japan	<b>USA</b> (Australia 5th) Australian Team: Geoff Drakeford, Lucas Herbert, Ryan Ruffels
27 – 31 October 2014	Australian Women's Senior Amateur	Riverside Golf Club, TAS	<b>Robyn Puckett (QLD)</b>
27 – 29 October 2014	Australian Men's Senior Match Play	Coolangatta – Tweed Heads Golf Club, NSW	<b>Brian Sams (NSW)</b>
12 – 14 November 2014	Australian Women's Mid Amateur	Lynwood Country Club, NSW	<b>John McMiles (NSW)</b>
12 – 14 November 2014	Australian Men's Mid Amateur	Lynwood Country Club, NSW	<b>Katrina Jones (QLD)</b>
19 – 22 November 2014	Asia-Pacific Senior Teams Championship	Discovery Bay Golf Club, Hong Kong	<b>Australia</b>
27 – 30 November 2014	Emirates Australian Open	The Australian Golf Club, NSW	<b>Jordan Spieth (USA)</b>
12 – 16 January 2015	Astor Trophy	The Grange Golf Club, SA	<b>Australia</b> Australian Team: Gennai Goodwin, Hannah Green, Becky Kay & Jenny Lee.
20 – 25 January 2015	Australian Men's Amateur	The Australian & The Lakes Golf Clubs, NSW	<b>Cameron Davis (NSW)</b>

Date	Championship	Venue	Winner
20 – 25 January 2015	Australian Women's Amateur	The Australian & The Lakes Golf Club, NSW	<b>Shelly Shin (NSW)</b>
19 – 22 February 2015	ISPS Handa Women's Australian Open	Royal Melbourne Golf Club, VIC	<b>Lydia Ko (NZL)</b>
26 – 29 March 2015	Southern Cross Invitational	Nordelta Golf Club, Argentina	<b>France</b> (Australia 3rd) Australian Team: Cory Crawford, Cameron Davis & Jarryd Felton.
8 – 10 April 2015	Australian Boys' Amateur	Kooyonga Golf Club, SA	<b>Ryan Ruffels (VIC)</b>
8 – 10 April 2015	Australian Girls' Amateur	Tea Tree Gully Golf Club, SA	<b>Celina Yuan (NSW)</b>
13 – 15 April 2015	Australian Girls' Interstate Teams Matches	Fleurieu Golf Club, SA	<b>Victoria</b>
13 – 16 April 2015	Australian Boys' Interstate Teams Matches	Links Lady Bay Golf Club, SA	<b>Victoria</b>
20 – 22 May 2015	Queen Sirikit Cup	Hong Kong Golf Club, Hong Kong	<b>Korea</b> (Australia 10th) Australian Team: Elizabeth Elmassian, Hannah Green, Becky Kay.
27 – 30 April 2015	Australian Women's Interstate Teams Matches	Royal Melbourne Golf Club (East), VIC	<b>Victoria</b>
27 April – 1 May 2015	Australian Men's Interstate Teams Matches	Huntingdale Golf Club, VIC	<b>Victoria</b>
15 – 27 June 2015	Australian Senior Men's Match Play	Coolangatta – Tweed Heads Golf Club, NSW	<b>Ian McPherson (WA)</b>

## Emirates Australian Open



Australia's major championship, the 2014 Emirates Australian Open, provided the Australian golf and sporting community with one of the most brilliant displays seen in the past 20 years.

Australia's global players continued to demonstrate their support for our national Open, as did the world No.1 and defending champion Rory McIlroy and other major international players including Jordan Spieth.

Spectators and TV audiences witnessed a world-class performance on the final day with Jordan Spieth crushing the field with a record 63 to finish 13 under par to win the championship by six shots from Australia's Rod Pampling.

The championship was broadcast live and exclusively on the Seven Network and generated extremely strong ratings over the four days. The event performed very well and secured excellent support from domestic and international media.

We also continued to attract an extraordinary number of dedicated volunteers from around Sydney and beyond who offered their time again to support Australia's major golf championship.

Golf Australia is very fortunate to have a terrific event partner in World Sport Group. TRP Sports again played a key delivery role in the overall success of the championship.

The tournament was again sanctioned by the Australasian and OneAsia Tours.

The Australian Golf Club, with its long history in the championship, provided an extremely well-conditioned, newly designed and demanding championship golf course.

We acknowledge and thank Destination NSW, the NSW Government, title sponsor Emirates and all our corporate partners for their tremendous support of the Australian Open championship and we look forward to a successful long-term association.

Golf Australia congratulates Jordan Spieth on his Emirates Australian Open title – a brilliant performance which was incredible to watch, especially on the final day.



## ISPS Handa Women's Australian Open



The ISPS HANDA Women's Australian Open was again one of the highlights for women's golf in the Asia-Pacific region and was tri-sanctioned by the LPGA Tour, Ladies European Tour and ALPG Tour.

New Zealand's world sensation Lydia Ko was a very popular champion, winning the title with a stunning final-round 68 in difficult conditions. Our championship again provided the Australian golf followers the opportunity to see the world's best players.

Golf Australia's strong relationship with the LPGA, LET and ALPG continues to provide our Open with the world's highest-ranked players, competing in one of the LPGA's season-opening events that ensures it is given prominence on the global stage.

The superb Royal Melbourne Golf Club hosted our championship for the second time in four years and both the club and tournament partners were delighted with the 15 hours of live television coverage broadcast across the LPGA's global TV platform and the ABC domestically.

The ongoing success and growth of this event remains possible through our major partnership with and generous support from naming rights sponsor International Sports Promotion Society (ISPS) and Dr Haruhisa Handa.

We are also appreciative of the ongoing commitment to the championship from the LPGA Tour and the wonderful support from all tournament partners and sponsors.

The championship continued its successful relationship with the ABC as host TV broadcaster and media coverage nationally and internationally was exceptional.

The overwhelming level of support and enthusiasm from our large group of volunteers contributed significantly to the delivery of such a successful international championship.

We again owe our thanks to the Victorian Government through the Victorian Major Events Company, the Royal Melbourne Golf Club and volunteer co-ordinator Aaron Newnham for his management of volunteers and other key support groups.

Our major women's championship continues to grow each year and we look forward to working with all our partners towards another successful championship in 2016.



## Rules & Handicapping

The past year has seen The R&A, Golf Australia, and our Member Associations continue to work closely together to provide Australian clubs, golfers, and all industry bodies with a service that is amongst the best in the world in the core area of Rules & Handicapping.

In this area our primary business is to handle the huge and increasing volume of queries and requests for assistance we field from all components of the industry. In addition to this primary, day-to-day business, we will always manage the development of a series of initiatives, bedding in various reforms, and executing special programs such as referee development and delivery. Some of our headline special projects during the past year are described below.

### Rules of Golf & Amateur Status

In Rules of Golf & Amateur Status, there has been a continued focus on the development of Rules education resources and programs. Following an extensive process, 2016 will formally mark Australia's move into The R&A's global Rules Accreditation and Education programs framework. Moving to the R&A framework will align Australia with international consistency and best practice, thereby providing further enhancement of our service levels. The R&A's expertise and resources will also strengthen our hand as we partner with them to significantly broaden the reach of our Rules programs so as to increase the value we are able to provide to the industry generally.

Golf Australia and our Member Associations have continued to produce many talented and enthusiastic referees and tournament administrators. These officials enjoy the benefits and camaraderie of joining the Member Association referee teams, but they also do much of the work that makes possible the conduct of the various national and state amateur and open events. Additionally, our elite team of National Referees performed to its usual high standards at the Emirates Australian Open at The Australian Golf Club in November, 2014, and at the ISPS Handa Women's Australian Open at The Royal Melbourne Golf Club in February, 2015.

### Handicapping & Course Rating

The 2014/15 financial year involved further bedding in of the new GA Handicap System and course ratings.

We have been responsive to any club feedback and have further refined the ratings for a small number of the 5,000 sets of tees across Australia. This process will continue into the future when development is completed of our world-leading automated GOLF Link process for using data to monitor the performance of all ratings nationwide.

We have also commenced some scheduled 'health checking' on the handicap and competition results patterns being delivered by the new GA Handicap System. Regular statistical audits are scheduled to occur into the future to ensure the handicap system continues to operate in accordance with industry preferences.

The current audit is extensive and involves analysis of more than 20 million scores. We look forward to communicating the findings to clubs.

### Volunteers

In closing, Golf Australia would like to make a specific note of the efforts of the many, many volunteers at club, district, state and national level in the areas of Rules & Handicapping. Their efforts provide invaluable support to the game of golf in Australia.

## High Performance

The 2014/15 year has been a successful one for Australian teams and players – both amateur and professional. We continued our policy to send teams to a number of events that have historical significance, but looked to offer greater opportunities to individuals in key amateur and professional events throughout the world. It is these opportunities that give individual amateurs the experience they need going forward and can assist in fast-tracking their development.

Standout results in major international events are highlighted below:

- Espirito Santo Trophy (Women's World Amateur) – 1st
- Eisenhower Trophy (Men's World Amateur) – 6th
- Astor Trophy – 1st
- Antonio Murdaca – 1st Asia-Pacific Amateur Championship
- Rebecca Kay – 6th Australian Ladies Masters (ALPG)
- Ryan Ruffels – 3rd Vic Open (PGA)
- Brett Coletta – Medallist, US Amateur
- Minjee Lee – McCormack Medal (R&A #1 Amateur)
- Minjee Lee – 1st Kingsmill Championship (LPGA)
- Minjee Lee – 7th Women's Australian Open
- Su Oh – 1st Australian Ladies Masters
- Cameron Smith – 4th US Open
- Cameron Smith – 5th CIMB Classic
- Oliver Goss – 6th Nova Scotia Open (Web.com Tour)
- Nathan Holman – 11th Maybank Malaysian Open

Winners of the Australian Amateur Championships were:

- Australian Amateur – Cameron Davis
- Australian Women's Amateur – Shelly Shin
- Australian Junior Boys – Ryan Ruffels
- Australian Junior Girls – Celina Yuan

The winners of the Karrie Webb Series were Hannah Green and Julianne Soo. Golf Australia would like to thank Karrie Webb for her ongoing support of this initiative which provides invaluable opportunities to our next generation of elite female players.

The seventh year of the Rookie Program saw 6 athletes offered scholarships – Minjee Lee, Su Oh, Oliver Goss, Nathan Holman, Todd Sinnott and Cameron Smith – with all players having status on one of the world's professional tours.

Golf Australia thanks the Australian Sports Commission, AIS, Acushnet Golf (Titleist/Footjoy) and John and Jill Kinghorn for their tremendous support of elite golf in Australia.



## Commercial

In 2014/15 the primary commercial focus was to sell and deliver a commercial program that ensured our partners and their engagement initiatives were relevant and beneficial to the golf participant and numerous industry stakeholders.

The objective was to diversify and grow commercial revenue through dedicated servicing of existing partners, identifying new properties and strengthening Golf Australia assets into valuable commercial properties.

We welcomed new corporate partners in Qantas Loyalty (in support of the Qantas Golf Club program that launched in December), Cobra Puma Golf, Rolex and Daniel Hechter to the portfolio; and we are working in collaboration with these brands to promote and market the game of golf to a much wider audience.

In addition to signing new partners, our overall commercial success is underpinned by the long term support of major partners including HOSTPLUS, Drummond Golf, Acushnet, Accor Hotels and Resorts, and Coca Cola Amatil.

Golf Australia's major tournaments continued to go from strength to strength and this is only possible with the significant commitment and ongoing support of our major event partners Emirates Arline and ISPS Handa. We are incredibly grateful for the contribution they are making to tournament golf in this country which ultimately plays a crucial role in the overall success of Golf Australia.

Golf Australia would also like to acknowledge the ongoing support received from the respective State Associations that have provided the opportunity to deliver a national platform of partnership and engagement for our partners.

Golf Australia would like to thank and acknowledge the ongoing support received from some of the world's leading brands including:



# Digital

## The Golf Australia communications department delivered greater exposure for the game of golf in 2014/15.

The appointment of new media manager Mark Hayes, with his senior golf journalism background (primarily at News Ltd), presented many opportunities to engage people in golf content.

Mark quickly bolstered the news offering on the Golf Australia and state website network. In addition, we were able to offer Mark's services to national and regional newspapers, radio and TV stations to use free-of-charge.

Many of these media organisations have moved away from employing specialist golf reporters in recent years, meaning golf has found it increasingly difficult to maintain its position in mainstream media. We were able to pick up the slack and ensure golf remained in focus by providing ready-to-use content at all levels of the game.

Combined with our new strategy of targeting specific media outlets with prioritised opportunities, we were able to maintain golf's voice in the community. Fairfax,

News Ltd and a series of regional mastheads all ran our stories regularly. Radio stations ABC, SEN, Triple M, RSN, 3AW, 2GB and Sport FM all took our content – and each espoused the Golf Australia brand in doing so.

Mark, along with our other reporters Martin Blake and Mike Clayton, covered in person the Australian Open, Women's Australian Open, Australian Masters, British Open, US Open, Australian Amateur, Victorian Open and the Australian Master of the Amateurs, with plans being formulated to help out other state-based Opens in the future.

We forged strong relationships with not only the game's elite young athletes, but also the staff who support them. This not only resulted in an immediate boost in website content, but created the basis for unprecedented coverage of all interstate championships around the country via better player and coach access.

This culminated in the Interstate Series in Melbourne where, with the input of most States, we took awareness of the long-standing event to a new level, particularly in the Northern Territory where almost daily television coverage made the new boys on the block almost celebrities in their debut outing. The videos generated at the Interstate

Series were a key part of our burgeoning YouTube Channel presence and were well received around the country.

Importantly, these ongoing relationships meant every time a coach or manager took an Australian squad or representative away, their instant and regular feedback (and occasionally images) to the GA office generated great content for those who'd previously not been able to follow the results of these aspiring stars until they returned home.

Furthermore, the increased and ongoing GA presence in digital media seemed to encourage contributions from our contacts and sources around the world who wanted nothing more than to add to the telling of Australian golf stories. Our presence at some international events also served to strengthen relationships between Golf Australia and other key global bodies such as the LPGA, United States Golf Association, the R&A and Golf Canada.

With our increased news focus, the Golf Australia website again increased its visitation levels. News aside, the key areas of interest for users were club golf results, course ratings and event information.

Behind the scenes, the Golf Australia website content management platform grew to include more states, the major benefit being the ability to share content with others nationally easing administrative burdens and duplication. Golf Victoria committed to the platform to join Golf NSW, Golf South Australia, Golf Tasmania and Golf NT.

Golf Australia's social media community swelled to be the largest suite of golf followers in the country. Headlining this was a 35,000 strong Facebook community whose engagement levels matched The Open and the USGA.

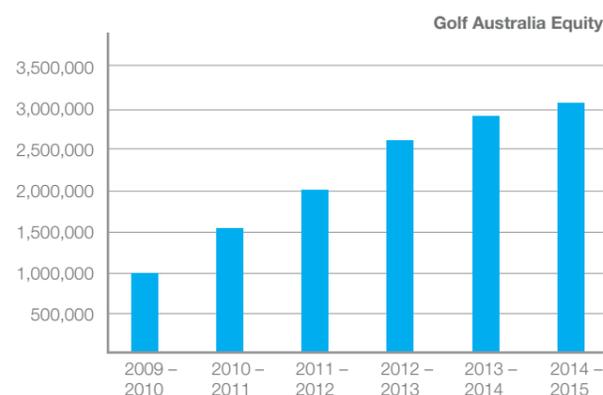
Australian Open Radio took flight for the first time in 2014 and was hailed a huge success. The radio specific broadcast, a first at an Australian tournament, won rave reviews from not only those listening through the 5000 earpieces distributed to the fans at The Australian Golf Club, but also from tens of thousands of people who streamed the daily broadcast online via the tournament website and its official app.



# Finance

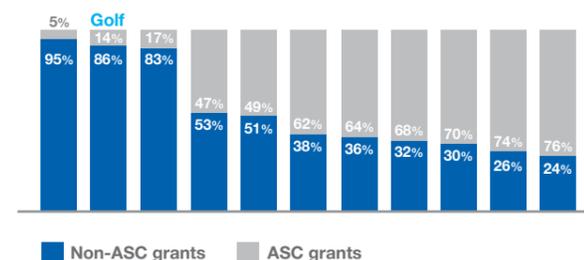
The enclosed Annual Financial Report provides full financial disclosure of the year ended June 30, 2015.

The final result of a \$302,203 surplus was again in line with budget (\$340k) and our operating philosophy of recording moderate surpluses to rebuild equity while increasing our investment in the game. This result increased equity to \$3,250,334 and continues the trend of strong financial management by delivering consistent financial results in line with budget which has occurred since 2008.

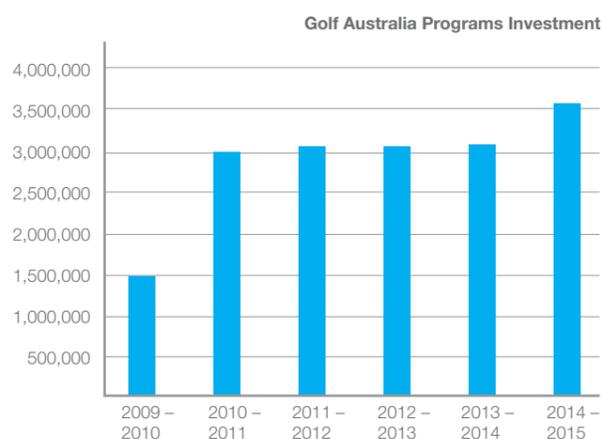


Total revenue for the 2015 Financial Year grew by 6% from \$11.354m to \$12.052m. This growth was primarily due to an increase in charitable support contributed to golf by donors through the Australian Sports Foundation and increased commercial investment from new partnerships with Qantas and Cobra Puma Golf and increased investment from existing partners Host Plus and Drummond Golf.

Benchmarking conducted by the Australian Sports Commission (ASC) of high turnover National Sporting Organisations demonstrates Golf Australia's strong performance in generating revenue from sources other than the ASC:

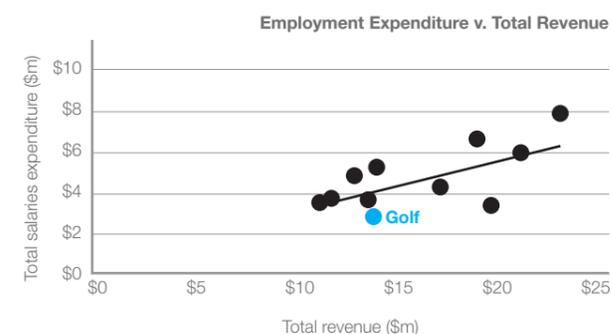
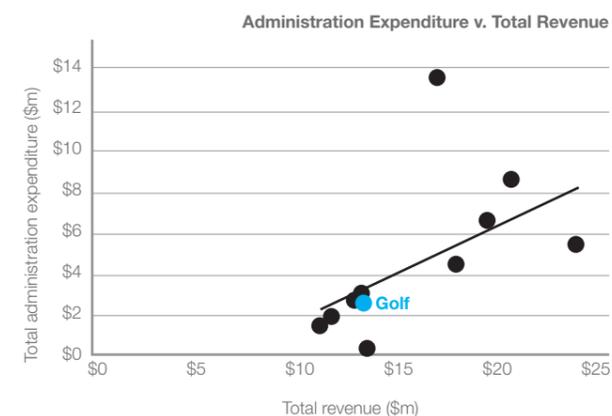


The increase in revenue allowed Golf Australia to increase direct investment in new and continuing programs in the areas of game development, high performance, national championships and rules and handicapping by over 13% in 2014/15 from \$3.165m to \$3.599m.



Employment costs increased during the period by 7%, however this increase was in part due to the addition of 2 new positions – a Female Participation Coordinator and National School Golf Coordinator. The addition of these resources is consistent with our strategy of investing more back into the game and will assist in driving increased participation amongst juniors and females, two key markets for golf.

A key factor in maximising investment into the game is our ability to run a lean organisation in terms of staffing and administration costs. Again benchmarking from the ASC of high turnover sports demonstrates our success in these areas:



The Australian Opens comprise of the Emirates Australian Open and the ISPS Handa Women's Australian Open. The ISPS Handa Women's Australian Open returned a loss of \$455k which was a 25% improvement to the loss of \$605k recorded in 2014. Continued improvement to the net result of this event remains a priority, however the event does provide enormous benefits in promoting female golf.

Our underwriting agreement with World Sport Group for the Emirates Australian Open continued and returned a surplus to the organisation of \$201k. This agreement has protected Golf Australia from the variations in returns that can result from running major events and has been a critical component in allowing Golf Australia to rebuild equity while maintaining program investment and running the Emirates Australian Open on a scale befitting its status as the most prestigious event in Australian golf.

Looking forward, Golf Australia has budgeted to generate another surplus of \$412k for 2015/16 which will result in further growth in equity to over \$3.6m. As we move closer to achieving our target equity of \$5m, we will be reviewing our overall financial strategy to ensure it remains appropriate for the business and is in the best interests of Australian golf. Our improved financial position provides Golf Australia with the stability for consistent, strategic investment in programs which will drive increased participation.



**Message from the Australian Sports Commission  
(Australia's Winning Edge sports)**

The past year has seen considerable success and progress for Australian sport on the world stage, for the Australian Sports Commission (ASC) and our elite sport partners and athletes.

The Government's 2014–15 investment of nearly \$120 million continues to be refined to ensure funding is aligned to sports with the greatest potential to contribute to *Australia's Winning Edge 2012–2022* targets and maximise our chances at success.

Since *Winning Edge* was launched, the AIS re-allocated \$20 million of high performance funding among sports and boosted direct athlete funding (dAIS) by \$3.6 million or 40 per cent.

The Sports Tally 2015 — the annual report card for Australian sports — revealed promising signs as we gear up for the Rio 2016 Olympic and Paralympic Games, while highlighting some of the challenges presented by our performance at the 2014 Glasgow Commonwealth Games.

In March the Commission launched *Play.Sport.Australia*. — our plan to help NSOs build participation in sport and make sure all Australians enjoy its benefits. Sports have the opportunity to attract more than 4.5 million Australians into their communities. It's important that we work together to ensure that more Australians, particularly young Australians, participate in sport more often and that we have strong organisations that deliver the products and opportunities Australians want.

Some highlights in 2014-15 included:

- **Personal excellence** — The most significant athlete wellbeing program in AIS history, incorporating myAISPlaybook — a new high performance athlete learning and development platform.
- **AIS Sports Draft** — Athletes selected in this fast-tracked development came together at the AIS to share their journeys as they transition to Olympic or Commonwealth Games sports.
- **AIS Centre for Performance Coaching and Leadership** — More than 45 coaches graduated from the centre, providing development and mentoring for our brightest coaches and administrators.

As our attention starts to focus on Rio and the major events leading up to the Games, I look forward to the ASC teaming up with your organisation to help put our athletes in the best possible position and enhance our chances of success.



**John Wylie AM**  
Chair  
Australian Sports Commission

# Annual Financial Report

## Annual Financial Report – 30 June 2015

## Consolidated Financial Report

Directors' report .....	2
Lead Auditor's independence declaration.....	7
Consolidated Statement of Comprehensive Income .....	8
Consolidated Statement of Financial Position .....	9
Consolidated Statement of Changes in Equity.....	10
Consolidated Statement of Cash Flows .....	11
Notes to the consolidated financial statements.....	12
Directors' declaration .....	30
Independent audit report to the members.....	31

This financial report covers Golf Australia Limited ('the Company') and its controlled entity ('the Consolidated Entity'). The financial report is presented in Australian currency.

Golf Australia is a company limited by guarantee, incorporated and domiciled in Australia. Its registered office and principal place of business is:

Golf Australia  
Level 3, 95 Coventry Street  
South Melbourne VIC 3205  
AUSTRALIA

A description of the nature of the Company's operations and its principal activities is included in the Review of Operations in the Annual Report and in the Directors' report on page 2, both of which are not part of this financial report.

Golf Australia is a not-for-profit entity.

The financial report was authorised for issue by the Directors on **21 August 2015**. The Company has the power to amend and reissue the financial report.

All press releases, financial reports and other information are available on our website: [www.golf.org.au](http://www.golf.org.au).

## Financial Report

## Directors' report

The Directors present their report, together with the financial report of the Consolidated Entity, being the Company and its controlled entity, for the year ended 30 June 2015 and the auditor's report thereon.

## Directors

The Directors of Golf Australia at any time during or since the end of the financial year are:

<b>Name</b>	<b>Special responsibilities and other directorships as at 30 June 2015</b>
Mr John Hopkins, OAM, Chairman	Chairman of Golf Australia during the financial year until the date of this report. Chairman of Handicapping & Rules Committee. Chairman of Universal Coal PLC (ASX Listed); Wolf Minerals Ltd (ASX Listed). Director of Alara Resources Ltd (ASX Listed) until 12 June 2015.
Mr Stuart Cox	Director of Golf Australia during the financial year until the date of until the AGM, 27 October 2014 Chairman of Championships Committee. Director of The Australian Golf Club.
Mr Robert Crosby	Director of Golf Australia during the financial year until the date of this report. Chairman of Audit & Risk Committee.
Mr John Karren	Director of Golf Australia during the financial year until 25 March 2015. Director of Mona Vale Golf Club.
Mrs Kerri-Anne Kennerley	Director of Golf Australia during the financial year until the date of this report.
Mr Ken Richards	Director of Golf Australia from the AGM, 27 October 2014 until the date of the report. Managing Director Leaf Resources Ltd (ASX Listed); Director of Dubber Corporation Limited (ASX Listed).
Mr Michael Sammells	Director of Golf Australia during the financial year until the date of this report. Chairman of High Performance Committee; Member of Audit & Risk Committee. Director of Healthscope Operations Ltd.
Mrs Carmel Smith	Director of Golf Australia during the financial year until the date of this report. Chairman of Game Development Committee. Alternate Director of Club Super.
Dr Jill Spargo	Director of Golf Australia during the financial year until the date of the report. Member of Nominations Committee.

Mr Malcolm Speed, AO Director of Golf Australia during the financial year until the date of this report.  
 Director of Brian Ward and Partners Ltd; Cycling Australia Limited; Global Media and Sports Pty Ltd; Richmond Football Club; Sorrento Golf Club Ltd; Sports Environment Alliance Inc; Victorian Major Events Company Ltd; Public Officer of Coalition of Major Professional and Participation Sports Inc.

### Directors Meetings

The number of Directors Meetings held and the number of meetings attended by each of the Directors during the financial year was as follows:

<i>Name</i>	<i>Number of meetings attended</i>	<i>Number of meetings eligible to attend</i>
Mr John Hopkins	8	8
Mr Stuart Cox	3	3
Mr Robert Crosby	8	8
Mr John Karren	5	6
Mrs Kerri-Anne Kennerley	7	8
Mr Ken Richards	4	5
Mr Michael Sammells	6	8
Mrs Carmel Smith	7	8
Dr Jill Spargo	8	8
Mr Malcolm Speed	8	8

### Corporate Governance Statement

This statement outlines the main corporate governance practices in place throughout the financial year.

#### Board of Directors

The Board is responsible for the overall corporate governance of the Company including formulating its strategic direction, establishing and monitoring the achievement of management's goals and ensuring the integrity of risk management, internal control and legal compliance. It is also responsible for approving and monitoring financial and other reporting.

The Board has delegated responsibility for the operation and administration of the Company to the Chief Executive Officer and executive management. Responsibilities are delineated by formal authority delegations.

To assist in the execution of its responsibilities the Board has established a number of Board Committees including a Nomination Committee and an Audit and Risk Committee. These committees have written charters which are reviewed on a regular basis.

The Board comprises up to nine Directors of whom six are elected by the Member Associations. The Board may appoint up to three Directors. Each Director shall hold office for a term of a maximum of three years but is eligible for re-election of a further term and second further term in exceptional circumstances. As required by the Constitution, Directors must not also be members of the Council or an officer or an employee of a Member Association.

The Board must appoint a Chairman from amongst the Directors annually.

**Nominations committee**

The Nominations Committee is established by the Board within the bylaws of Golf Australia. In relation to election of Directors, the role of the Committee is to assist the Board, as required, to assess individuals and provide guidance to candidates and voting members to ensure the ongoing strength of the Golf Australia Board. In relation to appointment of Directors, the role of the Committee is to assist the Board, as required, to assess potential candidates and provide guidance to the Board.

The nomination committee consisted of:

Mr Kevin Chandler (Chairperson); Independent industry professional  
Mr Peter Castrisos; Member Association representative  
Dr David Cherry; Former Golf Australia Director  
Dr Jill Spargo; Golf Australia Director

**Audit and risk committee**

The Audit and Risk Committee is established by the Board within the bylaws of Golf Australia. The Committee advises on statutory reporting, internal control systems, regulatory and compliance requirements, risk management systems (including insurance) and the audit functions.

The Audit and Risk Committee consists of the Directors as noted in the Directors' Report. In addition Mr John Davies served as an independent member of the Audit and Risk Committee during the financial year to the date of this report.

**Principal activities**

The principal activity of Golf Australia Limited during the year was being the National Sporting Organisation (NSO) and governing body for golf in Australia. Golf Australia Limited works in an inclusive manner to develop the game of golf and grow participation in all forms at all levels. There was no significant change in the nature of these activities during the year.

**Objectives**

Golf Australia's objectives are:

1. To increase participation in golf and club membership
2. To increase the profile of golf throughout Australia
3. To capture as early as possible the most talented golfers and give them the best possible opportunities and resources to fully develop their potential
4. To strengthen the financial position of the organisation and further increase our ability to invest into golf.

**Controlled Entities**

Golf Australia is required to present consolidated financial accounts. The consolidated financial statements of the Company as at and for the year ended 30 June 2015 comprise the Company and its interest in the Junior Golf Development JV, a joint arrangement with the Professional Golfers Association of Australia Limited.

**Review of Operations**

Information on the operations and financial position of Golf Australia and its business strategies and prospects are set out in the Review of Operations in the Annual Report.

The profit of the Consolidated Entity for the reporting year was \$302,203 (2014: \$319,208).

**Significant changes in the state of affairs**

There have been no other significant changes in the state of affairs for the period of this annual report.

**Significant events after the balance date**

There have been no items which have arisen in the period between the end of the financial year and the date of the report, which are material or unusual in nature.

**Likely developments and expected results**

The Directors envisage there will be no significant changes to the operations of Golf Australia.

**Remuneration of Directors**

Directors are not remunerated by Golf Australia for their services.

**Indemnification and insurance of officers****Insurance premiums**

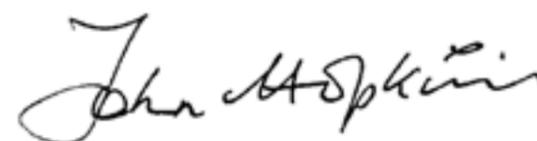
During the financial year, Golf Australia paid insurance premiums totalling \$3,996 in respect of Directors' and Officers' liability insurance contracts. Such insurance contracts insure against certain liabilities (subject to specific exclusions) for persons who are or have been Directors or Officers of Golf Australia.

The liabilities insured include costs and expenses that may be incurred in defending civil or criminal proceedings that may be brought against the Officers in their capacity as Officers of Golf Australia.

**Auditor's independence declaration**

The auditor's independence declaration is set out on page 7 and forms part of the Directors' report for the financial year ended 30 June 2015.

This report is made in accordance with a resolution of the Directors.



John Hopkins, OAM

Chairman

**ADELAIDE, 21 August 2015**



**Lead Auditor's Independence Declaration under Section 307C of the Corporations Act 2001**

To: the directors of Golf Australia Limited

I declare that, to the best of my knowledge and belief, in relation to the audit for the financial year ended 30 June 2015 there have been:

- (i) no contraventions of the auditor independence requirements as set out in the Corporations Act 2001 in relation to the audit; and
- (ii) no contraventions of any applicable code of professional conduct in relation to the audit.

KPMG  
KPMG

Dean Waters  
Partner

Melbourne

21 August 2015

**Consolidated Statement of Comprehensive Income**

	Notes	30 June 2015 \$	30 June 2014 \$
Revenue from continuing operations	2	9,377,212	9,298,170
Other income	2	2,674,573	2,056,197
<b>Total Revenue</b>		<b>12,051,785</b>	<b>11,354,367</b>
Tournament expenses	3	(2,006,647)	(2,171,691)
Game & Club Development		(1,238,567)	(1,409,920)
Elite Development expenses		(2,019,506)	(1,494,096)
GOLF Link expenses		(1,113,928)	(1,012,407)
Communication expenses		(629,483)	(583,761)
Administration expenses		(1,024,452)	(1,012,005)
Employee benefits expense		(2,798,406)	(2,611,916)
Depreciation and amortisation expense	3	(261,071)	(221,077)
Finance costs		(19,231)	(14,172)
Contra Expenses		(391,390)	(388,645)
Other expenses		(246,901)	(115,469)
<b>Profit before income tax</b>		<b>302,203</b>	<b>319,208</b>
Income tax expense	1(r)	-	-
<b>Profit from continuing operations</b>		<b>302,203</b>	<b>319,208</b>
Other Comprehensive Income		-	-
<b>Total Comprehensive Income for the period</b>		<b>302,203</b>	<b>319,208</b>

The above Consolidated Statement of Comprehensive Income should be read in conjunction with the accompanying notes.

## Consolidated Statement of Financial Position

	Notes	30 June 2015 \$	30 June 2014 \$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	2,982,778	3,442,904
Trade and other receivables	5	2,668,129	1,901,195
Inventories		157,672	49,360
<b>Total current assets</b>		<b>5,808,579</b>	<b>5,393,459</b>
<b>Non-current assets</b>			
Property, plant and equipment	6	202,775	191,690
Intangible assets	7	420,494	529,964
<b>Total non-current assets</b>		<b>623,269</b>	<b>721,654</b>
<b>Total assets</b>		<b>6,431,848</b>	<b>6,115,113</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8	2,682,438	2,729,804
Loans and borrowings	9	13,185	12,329
Provisions	10	358,113	319,060
<b>Total current liabilities</b>		<b>3,053,736</b>	<b>3,061,193</b>
<b>Non-current liabilities</b>			
Loans and borrowings	9	46,576	59,763
Provisions	10	81,202	46,026
<b>Total non-current liabilities</b>		<b>127,778</b>	<b>105,789</b>
<b>Total liabilities</b>		<b>3,181,514</b>	<b>3,166,982</b>
<b>Net assets</b>		<b>3,250,334</b>	<b>2,948,131</b>
<b>EQUITY</b>			
Retained profits		3,250,334	2,948,131
<b>Total equity</b>	21	<b>3,250,334</b>	<b>2,948,131</b>

The above Consolidated Statement of Financial Position should be read in conjunction with the accompanying notes.

## Consolidated Statement of Changes in Equity

	Notes	30 June 2015 \$	30 June 2014 \$
<b>Total equity at the beginning of the financial period</b>		<b>2,948,131</b>	2,628,923
Total Comprehensive Income for the period		302,203	319,208
<b>Total equity at the end of the financial period</b>		<b>3,250,334</b>	<b>2,948,131</b>

The above Consolidated Statement of Changes in Equity should be read in conjunction with the accompanying notes.

## Consolidated Statement of Cash Flows

	Notes	30 June 2015 \$	30 June 2014 \$
<b>Cash flows from operating activities</b>			
Receipts from customers		10,122,203	8,616,867
Payments to suppliers and employees		(12,578,083)	(10,450,014)
Revenue from Government Grants		2,047,760	1,917,846
Interest paid		(19,231)	(14,172)
Interest received		142,242	172,386
<b>Net cash (outflow) / inflow from operating activities</b>	20	<b>(285,109)</b>	242,913
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment and intangibles		(162,686)	(343,737)
<b>Net cash (outflow) from investing activities</b>		<b>(162,686)</b>	(343,737)
<b>Cash flows from financing activities</b>			
Repayment of borrowings		(12,331)	(1,975)
<b>Net cash (outflow) from financing activities</b>		<b>(12,331)</b>	(1,975)
<b>Net (decrease) / increase in cash and cash equivalents</b>		<b>(460,126)</b>	(102,799)
Cash and cash equivalents at the beginning of the financial period		3,442,904	3,545,703
<b>Cash and cash equivalents end of period</b>	4	<b>2,982,778</b>	3,442,904

The above Consolidated Statement of Cash Flows should be read in conjunction with the accompanying notes.

## Notes to the consolidated financial statements

## 1. Summary of significant accounting policies

The principal accounting policies adopted in the preparation of the financial report are set out below. These policies have been consistently applied, unless otherwise stated.

The consolidated financial statements of the Company as at and for the year ended 30 June 2015 comprise of the Company and its interest in the Junior Golf Development JV, a joint arrangement with the Professional Golfers Association of Australia Limited.

## a) Financial period

The accounts presented represent a reporting year of 12 months ending on the 30 June 2015. The comparative figures represent a reporting period of 12 months ending on the 30 June 2014.

## b) Basis of preparation

This general purpose financial report has been prepared in accordance with Australian Accounting Standards (AASBs) including Australian interpretations adopted by the Australian Accounting Standards Board, and the Corporations Act 2001.

## Compliance with IFRS

The financial report complies with International Financial Reporting Standards (IFRS) and other interpretations adopted by the International Accounting Standards Board (IASB).

The financial statements were approved by the board of Directors on **21 August 2015**.

Australian Accounting Standards and Interpretations that have recently been issued or amended but are not yet effective have not been adopted by Golf Australia for the annual reporting year ended 30 June 2015. These are outlined in the table that follows:

Reference	Title	Application date of standard	Impact on Golf Australia financial report	Application date for Golf Australia
AASB 15	Revenue from Contracts with Customers	30 June 2017	Revised contract-based five-step revenue recognition model, which addresses multiple element arrangements and may accelerate or defer revenue recognition. Golf Australia has not determined the potential effect of these amendments.	1 July 2016

There are a number of other new and revised standards and interpretations in addition to those listed above; however they are not expected to materially affect Golf Australia's financial report.

## Historical cost convention

These financial statements have been prepared under the historical cost convention, as modified by the revaluation of available-for-sale financial assets, financial assets and liabilities at fair value through profit or loss, certain classes of property, plant and equipment and investment property. Golf Australia does not trade in derivative instruments.

## c) Basis of consolidation

Entities where Golf Australia has joint control of the entity through a contractual relationship are classified as joint arrangements. Control is the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Golf Australia has a 50% interest in the Junior Golf Development JV a joint arrangement with the Professional

Golfers Association of Australia Limited. The joint arrangement has been classified as a joint operation as the parties have joint control of the arrangement and rights to the assets, and obligations for the liabilities, relating to the arrangement consistent with the agreement.

The principal place of business of the Junior Golf Development JV is:

Golf Australia  
Level 3, 95 Coventry Street  
South Melbourne VIC 3205  
AUSTRALIA

#### d) Use of estimates and judgements

The preparation of financial statements requires management to make judgements, estimates and assumptions in applying accounting policies and the reported amount of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised and in any future periods affected.

In particular, information about significant areas of estimation uncertainty and critical judgements in applying accounting policies that have the most significant effect on the amount recognised in the financial statements are described in the following notes:

- Note 5 – Trade & other receivables and note 1(k)
- Note 6 – Property, plant & equipment and note 1(m)
- Note 7 – Intangible assets and note 1(s)
- Note 10 – Provisions and note 1(o)
- Note 16 – Commitments & contingencies
- Note 1(i) – Impairment of assets
- Note 1(l) – Inventories

#### e) Segment reporting

Segment reporting is not applicable to not-for-profit organisations under AASB 8 Segment Reporting.

#### f) Foreign currency translation

Foreign currency transactions are translated into Australian dollars (the functional and reporting currency) using the exchange rates prevailing at the dates of the transaction.

#### g) Revenue recognition

Revenue is measured at the fair value of the consideration received or receivable. Amounts disclosed as revenue are net of returns, trade allowances and amounts collected on behalf of third parties. Revenue is recognised for the major business activities as follows:

##### (i) Government grants

Government grants are recognised as revenue, at the fair value of the contribution, when:

- Golf Australia gains unconditional control of the contribution;
- it is probable that the economic benefits will flow to Golf Australia; and
- the amount of the contribution can be reliably measured.

Where Government grants are received with conditions attached to the grant that stipulate the manner in

which the grant is to be acquitted, the grant is recognised in the Statement of Financial Position as a liability until the conditions attached to the grant are met.

##### (ii) Tournament income

Tournament income is recognised on an accruals basis.

##### (iii) Affiliation and membership fees

Affiliation and membership fees income is recognised throughout the duration of the financial year on an accruals basis.

##### (iv) Interest income

Interest income is recognised as interest accrues using the effective interest method. This is a method of calculating the amortised cost of a financial asset and allocating the interest income over the relevant period using the effective interest rate, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to the net carrying amount of the financial asset.

##### (v) GOLF Link revenue

GOLF Link revenue is recognised on an accruals basis.

##### (vi) Contra revenue

Exchanges of goods or services of the same nature and value without any cash consideration are not recognised as revenues. Exchanges of goods or services that are not of the same nature are recognised as revenue and expenses at the notional fair value of the goods or services.

#### h) Leases

Leases of property, plant and equipment where Golf Australia has substantially all the risks and rewards of ownership are classified as finance leases. Finance leases are capitalised at the lease's inception at the lower of the fair value of the leased property and the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, are included in loans and borrowings. Each lease payment is allocated between the liability and finance cost. The finance cost is charged to the Statement of Comprehensive Income over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases are depreciated over the shorter of the asset's useful life and the lease term.

Leases in which a significant portion of the risk and rewards of ownership are retained by the lessor are classified as operating leases (Note 18). Payments made under operating leases (net of any incentives received from the lessor) are charged to the Statement of Comprehensive Income on a straight-line basis over the period of the lease.

#### i) Impairment of assets

The carrying values of plant and equipment are reviewed for impairment at each reporting date, with the recoverable amount being estimated when events or changes in circumstances indicate that the carrying value may be impaired.

The recoverable amount of plant and equipment is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

For an asset that does not generate largely independent cash inflows, the recoverable amount is determined for the cash-generating unit to which the asset belongs, unless the asset's value in use can be estimated to

be close to its fair value.

Impairment exists when the carrying value of an asset or cash-generating units exceeds its estimated recoverable amount. The asset or cash-generating unit is then written down to its recoverable amount.

#### j) Cash & Cash equivalents

For Statement of Cash Flow presentation purposes, cash and cash equivalents includes cash on hand, deposits held at call with financial institutions, other short-term, highly liquid investments with original maturities of three months or less that are readily convertible to known amounts of cash and which are subject to an insignificant risk of changes in value, and bank overdrafts.

#### k) Trade receivables

Trade receivables are recognised initially at fair value and subsequently measured at amortised cost, less provision for doubtful debts. Trade receivables are due for settlement no more than 30 days from the date of recognition.

Collectability of trade receivables is reviewed on an ongoing basis. Debts which are known to be uncollectible are written off. A provision for doubtful receivables is established when there is objective evidence that Golf Australia will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the original effective interest rate. Cash flows relating to short-term receivables are not discounted if the effect of discounting is immaterial. The amount of the provision is recognised in the Statement of Comprehensive Income.

#### l) Inventories

Finished goods are stated at the lower of cost and current replacement cost (i.e. the cost the entity would incur to acquire the asset on the reporting date). Costs of purchased inventory are determined after deducting rebates and discounts.

#### m) Property, plant & equipment

Depreciation on assets is calculated using the straight-line method to allocate their cost or revalued amounts, net of their residual values, over their estimated useful lives, as follows:

	2015	2014
Vehicles	25%	25%
Furniture, fittings & equipment	10-33%	10-33%

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at each balance sheet date.

An assets' carrying amount is written down immediately to its recoverable amount if the assets' carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing proceeds with carrying amount. These are included in the Statement of Comprehensive Income. When revalued assets are sold, it is Golf Australia policy to transfer the amounts, if any, included in other reserves in respect of those assets to retained earnings.

#### n) Trade & other payables

These amounts represent liabilities for goods and services provided to Golf Australia prior to the end of the financial year which are unpaid. The amounts are unsecured and are usually paid within 30 days of

recognition.

#### o) Provisions

Provisions for legal claims and service warranties are recognised when: Golf Australia has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

Provisions are measured at the present value of management's best estimate of the expenditure required to settle the present obligation at the balance sheet date.

#### p) Employee benefits

##### (i) Wages and salaries and annual leave

Liabilities for wages and salaries, including non-monetary benefits, and annual leave expected to be settled within 12 months of the reporting date are recognised in employee provisions in respect of employee's services up to the reporting date and are measured at the amounts expected to be paid when the liabilities are settled.

##### (ii) Long service leave

The liability for long service leave is recognised in the provision for employee benefits and measured as the present value for expected future payments to be made in respect of services provided by employees up to the reporting date using the projected unit credit method. Consideration is given to expected future wage and salary levels, experience of employee departures and periods of service. Expected future payments are discounted using market yields at the reporting date on national government bonds with terms to maturity and currency that match, as closely as possible, the estimated future cash outflows.

#### q) Goods & Services Tax (GST)

Revenues and expenses are recognised net of the amount of associated GST, unless the GST incurred is not recoverable from the taxation authority. In this case it is recognised as part of the cost of acquisition of the asset or as part of the expense.

Receivables and payables are stated inclusive of the amount of GST receivable or payable. The net amount of GST recoverable from, or payable to, the taxation authority is included in other receivables or payables in the Statement of Financial Position.

Cash flows are presented on a gross basis. The GST components of cash flows arising from investing or financing activities which are recoverable from, or payable to the taxation authority, are presented as operating cash flows.

#### r) Income Tax

Golf Australia is exempt from income tax under section 50-45 of the Income Tax Assessment Act 1997. Golf Australia assesses and determines its exemption on an annual basis in accordance with relevant legislation.

#### s) Intangibles

Intangible assets acquired separately are initially measured at cost. The cost of an intangible asset acquired in a business combination is its fair value as at the date of acquisition. Following initial recognition, intangible assets are carried at cost less any accumulated amortisation and any accumulated impairment losses. Internally generated intangible assets, excluding capitalised development costs, are not capitalised and expenditure is recognised in the Statement of Comprehensive Income in the year in which the expenditure is incurred.

The useful lives of intangible assets are assessed to be either finite or indefinite. Intangible assets with finite lives are amortised over the useful life and tested for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with finite useful life are reviewed at least at each financial year-end. Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are accounted for prospectively by changing the amortisation period or method, as appropriate, which is a change in accounting estimate. The amortisation expense on intangible assets with finite lives is recognised in the Statement of Comprehensive Income in the expense category consistent with the function of the intangible asset.

	2015	2014
Intangibles (Software / Website)	20% - 33%	25% - 33%

#### t) Loans and borrowings

Loans and borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, loans and borrowings are stated at amortised cost with any difference between cost and redemption value being recognised in the statements of comprehensive income over the period of the borrowings on an effective interest basis.

## 2. Revenue

	30 June 2015	30 June 2014
	\$	\$
<b>Revenue from continuing operations</b>		
<i>Tournament revenue</i>		
Australian Opens	1,242,548	1,341,393
Other Tournaments	138,568	143,704
GOLF <i>Link</i> revenue (a)	1,119,247	1,016,883
Affiliation Fee revenue	5,271,056	5,052,694
Government Grants	1,605,793	1,743,496
	<b>9,377,212</b>	<b>9,298,170</b>
<i>Other income</i>		
Interest revenue	142,242	172,386
Australian Sports Foundation	1,000,000	500,000
Sundry revenue	1,140,941	995,166
Contra Revenue	391,390	388,645
	<b>2,674,573</b>	<b>2,056,197</b>

#### (a) GOLF *Link* revenue

Golf Australia received \$2.77 (2014: \$2.50) per affiliated member for clubs connected to GOLF *Link* under the contract it has with various golf clubs throughout Australia. Golf Australia contracts out the management and upgrade of the GOLF *Link* system to GOLF *Link* Partners, and under the terms of the agreement Golf Australia pays \$2.77 (2014: \$2.50) per golfer to GOLF *Link* Partners in accordance with the contract.

**3. Expenses**

	30 June 2015	30 June 2014
	\$	\$
<b>Profit before income tax includes the following specific expenses:</b>		
<i>Tournament</i>		
Australian Opens	1,665,594	1,910,358
Other Tournaments	341,053	261,333
<b>Total Tournaments</b>	<b>2,006,647</b>	<b>2,171,691</b>
<i>Depreciation and amortisation</i>		
Plant and equipment	55,543	56,416
Motor vehicles	24,558	17,455
Golf Link software and web site	180,970	147,206
<b>Total depreciation and amortisation</b>	<b>261,071</b>	<b>221,077</b>

**4. Current assets – Cash & cash equivalents**

	30 June 2015	30 June 2014
	\$	\$
Cash at bank and in hand (a)	95,321	75,184
Deposits at call (b)	887,457	217,720
Short term investments (c)	2,000,000	3,150,000
	<b>2,982,778</b>	<b>3,442,904</b>

**(a) Cash at Bank**

Cash at bank earns interest at floating rates based on daily bank deposits.

**(b) Deposits at call**

The deposits are bearing floating interest rates between 1% and 3%. These deposits are made for varying periods of between one day and six months, depending on the immediate cash requirements of Golf Australia.

**(c) Short term investments**

Short term investments are also bearing floating interest rates between 2% and 4%.

**(d) Interest rate exposure**

Golf Australia's exposure to interest rate risk is discussed in Note 15.

**5. Current assets – Trade & other receivables**

	30 June 2015	30 June 2014
	\$	\$
Trade receivables	1,267,132	1,480,759
Provisions for doubtful receivables	-	-
	<b>1,267,132</b>	<b>1,480,759</b>
Other receivables	951,757	187,678
Prepayments	449,240	232,758
	<b>1,400,997</b>	<b>420,436</b>
	<b>2,668,129</b>	<b>1,901,195</b>

**(a) Trade Receivables**

Trade receivables are non-interest bearing and generally have repayment terms of 7-14 days.

**(b) Fair value and credit risk**

Due to the short-term nature of these receivables, their carrying amount is assumed to approximate their fair value. The maximum exposure to credit risk at the reporting date is the carrying amount of each class of receivables mentioned above.

As at 30 June 2015 the ageing of trade receivables is as follows:

	30 June 2015			30 June 2014		
	Trade Receivable	Provision for doubtful debt	Net Receivable	Trade Receivable	Provision for doubtful debt	Net Receivable
	\$	\$	\$	\$	\$	\$
Current	1,260,912	-	1,260,912	1,387,633	-	1,387,633
15-30 days	2,288	-	2,288	8,055	-	8,055
31-60 days	-	-	-	66,866	-	66,866
60+ days	3,932	-	3,932	18,205	-	18,205
	<b>1,267,132</b>	<b>-</b>	<b>1,267,132</b>	<b>1,480,759</b>	<b>-</b>	<b>1,480,759</b>

**6. Non-current assets – Property, plant & equipment**

	Cost		Accumulated Depreciation		Written Down Value	
	30 June 2015	30 June 2014	30 June 2015	30 June 2014	30 June 2015	30 June 2014
	\$	\$	\$	\$	\$	\$
Furniture, fittings & equipment	649,202	558,016	(502,421)	(446,878)	146,781	111,138
Motor vehicles	191,140	191,140	(135,146)	(110,588)	55,994	80,552
	<b>840,342</b>	<b>749,156</b>	<b>(637,567)</b>	<b>(557,466)</b>	<b>202,775</b>	<b>191,690</b>

Recognition of the carrying amounts of each class of Property, plant & equipment at the beginning and at the end of the financial period is set out below:

	Furniture, Fittings & Equipment		Motor Vehicles	
	30 June 2015	30 June 2014	30 June 2015	30 June 2014
	\$	\$	\$	\$
Opening net book amount	111,138	142,124	80,552	30,673
Additions	91,186	25,430	-	67,333
Disposals	-	-	-	-
Depreciation charge	(55,543)	(56,416)	(24,558)	(17,454)
Closing net book amount	<b>146,781</b>	<b>111,138</b>	<b>55,994</b>	<b>80,552</b>

**7. Non-current assets – Intangible assets**

	Cost		Accumulated Depreciation		Written Down Value	
	30 June 2015	30 June 2014	30 June 2015	30 June 2014	30 June 2015	30 June 2014
	\$	\$	\$	\$	\$	\$
GOLF Link	1,418,826	1,347,326	(998,332)	(817,405)	420,494	529,921
Website	130,603	130,603	(130,603)	(130,560)	-	43
	<b>1,549,429</b>	<b>1,477,929</b>	<b>(1,128,936)</b>	<b>(947,965)</b>	<b>420,494</b>	<b>529,964</b>

	GOLF Link		Website	
	30 June 2015	30 June 2014	30 June 2015	30 June 2014
	\$	\$	\$	\$
Opening net book amount	529,921	351,616	43	514
Additions	71,500	325,040	-	-
Disposals	-	-	-	-
Depreciation charge	(180,927)	(146,735)	(43)	(471)
Closing net book amount	<b>420,494</b>	<b>529,921</b>	<b>-</b>	<b>43</b>

Amortisation of \$180,970 (2014: \$147,206) is included in depreciation and amortisation expense in the

## Statement of Comprehensive Income.

**(a) Website costs**

Website costs are carried at cost less accumulated amortisation. This intangible asset is amortised using the straight line method over a period of 3 years. The amortisation has been recognised in the Statement of Comprehensive Income in the line item 'depreciation and amortisation expense'.

**8. Current liabilities – Trade & other payables**

	30 June 2015	30 June 2014
	\$	\$
Trade payables	1,197,788	1,399,093
Income in Advance	437,319	341,418
Other payables	219,671	249,529
Golf Link	827,660	739,764
	<b>2,682,438</b>	<b>2,729,804</b>

**(a) Trade Payables**

Trade payables are non-interest bearing and are normally settled on 30-day terms.

**(b) Fair Value**

Due to the short term nature of these payables, their carrying value is assumed to approximate their fair value.

**9. Loans and borrowings**

	30 June 2015	30 June 2014
	\$	\$
Finance lease liabilities - Current	13,185	12,329
Finance lease liabilities - Non-current	46,576	59,763
	<b>59,762</b>	<b>72,092</b>

**10. Provisions**

	30 June 2015	30 June 2014
<i>Employee benefits</i>	\$	\$
Long service leave - Current	113,129	102,381
Annual leave - Current	244,984	216,679
	<b>358,113</b>	<b>319,060</b>
Long service leave - Non-current	81,202	46,026

**11. Financial risk management objectives and policies**

Golf Australia's principal financial instruments comprise cash, short-term investments and deposits at call.

The main purpose of these financial instruments is to raise finance for Golf Australia's operations. Golf Australia has various other financial assets and liabilities such as trade payables, which arise directly from its operations. It is, and has been throughout the year under review, Golf Australia's policy that no trading in financial instruments shall be undertaken. The main risks arising from Golf Australia's financial instruments are cash flow interest rate risk, liquidity risk and credit risk. The Directors review and agree on policies for managing each of these risks and they are summarised below.

*Cash flow interest rate risk*

Golf Australia's exposure to the risk of changes in market interest rates relates primarily to Golf Australia's deposits at call and short term investments.

*Credit risk*

Golf Australia trades only with recognised, creditworthy third parties.

It is Golf Australia's policy that all customers who wish to trade on credit terms are subject to credit verification procedures.

In addition, receivable balances are monitored on an ongoing basis with the result that Golf Australia's exposure to bad debts is not significant.

There are no significant concentrations of credit risk within Golf Australia other than cash on deposit.

With respect to credit risk arising from the other financial assets of Golf Australia, which comprise cash and cash equivalents, Golf Australia's exposure to credit risk arises from default of the counter party, with a maximum exposure equal to the carrying amount of these instruments.

Since Golf Australia trades only with recognised third parties, there is no requirement for collateral.

*Liquidity risk*

Golf Australia's objective is to maintain a balance between continuity of funding and flexibility through the use of deposits at call and short-term investments.

## 12. Financial instruments

## (a) Interest rate risk

The following table sets out the carrying amount, by maturity, of the financial instruments exposed to interest rate risk:

Financial Instruments	Floating interest rate		Fixed interest rate maturing in:					
			1 year or less		Over 1 to 5 years		More than 5 years	
	30 June 2015	30 June 2014	30 June 2015	30 June 2014	30 June 2015	30 June 2014	30 June 2015	30 June 2014
<i>(i) Financial assets</i>	\$	\$	\$	\$	\$	\$	\$	\$
Cash	95,321	75,184	-	-	-	-	-	-
Short term deposits	887,457	217,720	-	-	-	-	-	-
Short term investments	-	-	2,000,000	3,150,000	-	-	-	-
<i>(ii) Financial liabilities</i>								
Finance lease	-	-	13,185	12,329	46,576	59,763	-	-

All other financial assets and financial liabilities are non-interest bearing.

## 13. Financial instruments (continued)

## (a) Interest rate risk (continued)

*Cash flow sensitivity analysis for variable rate instruments*

A change of 100 basis points in interest rates at the reporting date would have increased / (decreased) profit or loss by the amounts shown below. This analysis assumes that all other variables remain constant.

	Profit or Loss	
	100bp increase	100bp decrease
<b>30 June 2015</b>		
Variable rate instruments	\$ 9,828	\$ (9,828)
Cash flow sensitivity	9,828	(9,828)
<b>30 June 2014</b>		
Variable rate instruments	2,929	(2,929)
Cash flow sensitivity	2,929	(2,929)

## (b) Fair values

The fair value of financial assets and liabilities approximates the carrying amount as shown in the Statement of Financial Position.

## 14. Key management personnel disclosures

## (a) Directors

The following persons were members of the Board of Golf Australia during the financial year and up to the date of the annual report.

**Chairman – non-executive**

John Hopkins – Remained in office from the start of the financial year until the date of this report.

**Directors – non-executive**

Stuart Cox – Remained in office from the start of the financial year until the AGM, 27 October 2014.

Robert Crosby – Remained in office from the start of the financial year until the date of this report.

John Karren – Remained in office from the start of the financial year until 25 March 2015.

Kerri-Anne Kennerley – Remained in office from the start of the financial year until the date of this report.

Ken Richards – Remained in office from the AGM, 27 October 2014 until the date of this report.

Michael Sammells – Remained in office from the start of the financial year until the date of this report.

Carmel Smith – Remained in office from the start of the financial year until the date of this report.

Jill Spargo – Remained in office from the start of the financial year until the date of this report.

Malcolm Speed – Remained in office from the start of the financial year until the date of this report.

No remuneration was paid to the Directors during the year; however Directors are reimbursed for expenses incurred.

**Executives**

Stephen Pitt – CEO  
 Gerard Kennedy – CFO  
 Kent Boorman – Director of Commercial  
 Trevor Herden – Director of Open Championships  
 Brad James – Director of High Performance  
 Cameron Wade – Director of Golf Development

**(b) Other key management personnel**

The key management personnel compensation (included in employee expenses) for the period was as follows\*:

	30 June 2015	30 June 2014
	\$	\$
Short Term Employee Benefits	1,100,436	902,800
Other Long Term Benefits - Superannuation	86,254	64,428

\*Note key management personnel for the 2014 Financial Year consisted of 5 employees.

Golf Australia only pays the compulsory 9.5% (2014: 9.25%) Superannuation Contribution Guarantee for all employees. Other Long Term Benefits – includes the 9.5% contribution as well as any superannuation salary sacrifice.

For the year ended 30 June 2015, Golf Australia had paid all obligations to the various superannuation funds totalling \$239,540 (2014: \$218,416).

**15. Remuneration of auditors**

During the year the following fees were paid or payable for services provided by the auditor of Golf Australia:

	30 June 2015	30 June 2014
<b>(a) Assurance services</b>	\$	\$
Audit services – KPMG	32,500	31,000
<u>Other assurance services</u>		
Grant acquittals	5,500	12,500
	<b>38,000</b>	<b>43,500</b>

**16. Commitment and contingencies****(a) Commitments***(i) Leasing commitments*Operating lease commitments

Golf Australia has entered into commercial leases on its property located at 3/95 Coventry Street, South Melbourne which will expire July 2016.

Future minimum rentals payable under non-cancellable operating leases as at 30 June 2015 are as follows:

	30 June 2015	30 June 2014
	\$	\$
Within one year	153,716	147,804
After one year but not more than five years	8,716	162,431
After more than five years	-	-
Total minimum lease payments	<b>162,432</b>	<b>310,235</b>

**17. Events occurring after the balance sheet dates**

There have been no items which have arisen in the period between the end of the financial year and the date of the report, which are material or unusual in nature.

**18. Parent Entity Disclosure**

	30 June 2015	30 June 2014
	\$	\$
<b>Results of the parent entity</b>		
Profit for the period	446,892	335,655
<b>Financial position of parent entity at year end</b>		
Current Assets	5,950,091	5,397,188
Total Assets	6,573,360	6,118,842
Current Liabilities	3,034,110	3,048,474
Total Liabilities	3,161,889	3,154,263
<b>Total Equity of the parent entity comprising of:</b>		
Retained Earnings	<b>3,411,471</b>	<b>2,964,579</b>

## 19. Related Party Transactions

### (a) Key management personnel

Disclosure relating to key management personnel is in note 14.

### (b) Transactions with director-related entities

All transactions between Golf Australia and the Original Members and the other entities have been at an arms length.

## 20. Reconciliation of profit to net cash inflow from operating activities

	30 June 2015	30 June 2014
	\$	\$
Profit for the period	302,203	319,208
Depreciation and amortisation	261,071	221,077
Loss on sale of property, plant and equipment	-	-
Provision for doubtful debts	-	-
<b>Change in operating assets and liabilities</b>		
(Increase) / Decrease in trade receivables	213,627	(983,590)
(Increase) / Decrease in other receivables and assets	(980,561)	(102,498)
Decrease / (Increase) in inventories	(108,312)	(26,423)
Increase / (Decrease) in trade and other creditors	(47,366)	773,342
Increase in provisions	74,229	41,797
<b>Net cash flow from operating activities</b>	<b>(285,109)</b>	<b>242,913</b>

## 21. Retained Profits

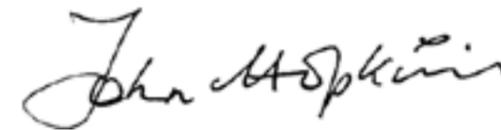
Movements in retained profits were as follows:

	30 June 2015	30 June 2014
	\$	\$
Opening balance	2,948,131	2,628,923
Net profit for the year	302,203	319,208
Closing balance	<b>3,250,334</b>	<b>2,948,131</b>

## Directors' declaration

- In the opinion of the Directors of Golf Australia Limited ("the Company"):
  - the consolidated financial statements and notes that are set out on pages 8 to 29 are in accordance with the Corporations Act 2001, including:
    - giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2015 and of its performance, for the financial year that ended on that date; and
    - complying with Australian Accounting Standards and the Corporations Regulations 2001; and
  - there are reasonable grounds to believe that Golf Australia Limited will be able to pay its debts as and when they become due and payable.
- The directors draw attention to Note 1 to the consolidated financial statements, which includes a statement of compliance with International Finance Reporting Standards.

Signed in accordance with a resolution of the directors:



John Hopkins, OAM

Chairman

ADELAIDE, 21 August 2015



## Independent auditor's report to the members of Golf Australia Limited

### Report on the financial report

We have audited the accompanying financial report of Golf Australia Limited (the Company), which comprises the consolidated statement of financial position as at 30 June 2015, and consolidated statement of comprehensive income, consolidated statement of changes in equity and consolidated statement of cash flows for the year ended on that date, notes 1 to 21 comprising a summary of significant accounting policies and other explanatory information and the directors' declaration of the Consolidated Entity comprising the Company and the entity it controlled at the year's end.

#### Directors' responsibility for the financial report

The directors of the company are responsible for the preparation of the financial report that gives a true and fair view in accordance with Australian Accounting Standards and the *Corporations Act 2001* and for such internal control as the directors determine is necessary to enable the preparation of the financial report that is free from material misstatement whether due to fraud or error. In note 1, the directors also state, in accordance with Australian Accounting Standard AASB 101 *Presentation of Financial Statements*, that the financial statements of the Group comply with International Financial Reporting Standards.

#### Auditor's responsibility

Our responsibility is to express an opinion on the financial report based on our audit. We conducted our audit in accordance with Australian Auditing Standards. These Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the financial report that gives a true and fair view in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the directors, as well as evaluating the overall presentation of the financial report.

We performed the procedures to assess whether in all material respects the financial report presents fairly, in accordance with the *Corporations Act 2001* and Australian Accounting Standards, a true and fair view which is consistent with our understanding of the Consolidated Entity's financial position and of its performance.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



#### Independence

In conducting our audit, we have complied with the independence requirements of the *Corporations Act 2001*.

#### Auditor's opinion

In our opinion:

(a) the financial report of the Consolidated Entity is in accordance with the *Corporations Act 2001*, including:

- (i) giving a true and fair view of the Consolidated Entity's financial position as at 30 June 2015 and of its performance, for the financial year ended on that date; and
- (ii) complying with Australian Accounting Standards and the Corporations Regulations 2001; and

(b) the financial report also complies with International Financial Reporting Standards as disclosed in note 1.

KPMG

KPMG

Dean Waters  
Partner

Melbourne

21 August 2015





**GolfAustralia**

Level 3, 95 Coventry Street  
South Melbourne Victoria 3205

[golf.org.au](http://golf.org.au)