



**Golf Australia**

Golf Australia Annual Report  
2016 / 2017

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

2016 / 2017



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# Intro- duction

## Golf Australia Director profiles

### **John Hopkins, OAM (Chairman)**

was re-elected to the Board for his third term in November 2016 and re-elected as Chairman of Golf Australia in December 2016. 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.

### **Peter Castrisos**

was elected to the Board in November 2016. A qualified pharmacist and small business owner, Peter has been on the board of Club Super since 2010 and chairman of its investment committee since 2013. He was a board member of Golf Queensland from 2007 and Chairman from 2012 until his election to the Golf Australia Board.

### **Robert Crosby**

was re-elected to the Board in November 2015. 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.

### **Peter Ritchie, AO**

was appointed as a Director to the Board in August 2015. Currently the Chairman of Mortgage Choice Australia Limited and Chairman of Reverse Corp Limited, Peter was the first employee of McDonald's Australia and the first employee of the McDonald's system outside North America.

### **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.

### **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 re-elected to the Board in November 2015. Jill is a general medical practitioner based in Melbourne and has been a board member of Women's Golf Victoria and Golf Victoria.

### **Malcolm Speed, AO**

was appointed as a Director to the Board in February 2012. Malcolm is the former Chief Executive of the International Cricket Council and has extensive international experience in sport administration.

### **Michael Sannels**

completed his second elected term in November 2016.

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## Committees

### Handicapping & Rules Policy Committee

John Hopkins (Chairman)  
Chris Allen  
Peter Castrisos  
Robert Crosby  
Trevor Herden  
Simon Magdulski  
Stephen Pitt  
Jill Spargo

### Audit & Risk Committee

Robert Crosby (Chairman)  
John Davies  
Gerard Kennedy  
Stephen Pitt  
Ken Richards

### Nominations Committee

Kevin Chandler (Independent Chairman)  
Peter Castrisos  
Michael Sammells  
Stephen Spargo

### Golf Australia Council Delegates

#### Golf New South Wales

Gemma Dooley, John Robinson, Andrew Tharle

#### Golf Queensland

David Brett\*, Peter Castrisos\*, Matthew Toomey

#### Golf Victoria

Brian Lasky, Sue Rea, Stephen Spargo

#### Golf South Australia

Tony Timmins, Sarah Chia

#### Golf Tasmania

Tony Bush

#### Golf Western Australia

Gemma Felton, Max Hannah

#### Golf Northern Territory

Jason De Araujo

\*Peter Castrisos was elected to the Golf Australia Board in November 2016 and in accordance with Rule 22.4 of the Golf Australia Constitution resigned from the Golf Queensland Board and was replaced as a delegate by David Brett.

### Life Members

Patricia M. Bridges OBE

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## Golf Australia Staff

<b>Stephen Pitt</b>	Chief Executive Officer
<b>Kent Boorman</b>	Commercial Director
<b>Danny Bowerin</b>	Marketing Director
<b>Serrin Bertino</b>	Female Participation Co-ordinator
<b>Matt Cutler</b>	High Performance Manager
<b>David Gallichio</b>	Participation Manager
<b>Christian Hamilton</b>	National Inclusion Manager
<b>Nina Hancox</b>	Accountant
<b>Mark Hayes</b>	Media Manager
<b>Trevor Herden</b>	Director – Championships
<b>Shaun Hickman</b>	National School Golf Co-ordinator
<b>Rosemary Interrigi</b>	Receptionist & Administration Assistant
<b>Brad James</b>	High Performance Director
<b>Gerard Kennedy</b>	Chief Financial Officer & Company Secretary
<b>Fiona Leggett</b>	Administration Assistant
<b>Simon Magdulski</b>	Director – Rules & Handicapping
<b>Therese Magdulski</b>	Manager – Championships Planning
<b>Vikkie McCourt</b>	Executive Assistant & Office Manager
<b>Emma Phillips</b>	Participation Co-ordinator
<b>Adam Power</b>	Manager – Handicapping & Championships
<b>Chris Schwen</b>	Event Manager – ISPS Handa Women's Australian Open
<b>John Sutherland</b>	Head of Media & Digital
<b>Paul Vardy</b>	Clubs & Facilities Support Manager
<b>Cameron Vincent</b>	Manager – Championships & Rules
<b>Cameron Wade</b>	Director – Golf Development
<b>Deanna Yong</b>	Senior Accountant

Megan Fox and Emily Miller left the organisation during the reporting period

# Chairman's Report

Golf in Australia and around the world enjoyed a historic year, headlined by the game's re-entry into the Olympic arena in Rio de Janeiro. Australia's performance at the Olympic Games was very positive despite the absence of some of our best male players and special thanks must be given to Team Leader Ian Baker-Finch who did such an outstanding job bringing the team together. Congratulations to Minjee Lee, Su Oh, Marcus Fraser and Scott Hend who became our first Olympians and all played very good golf and finished well in the final results. I'm sure the Olympics offer golf many opportunities to broaden our audience and grow the game.

In other on course activities the year was a positive one for golf in this country. Firstly, Australia performed extremely well at the World Amateur Teams Championship and for the first time since 1996 we won the coveted Eisenhower Cup. Cameron Davis, Harrison Endycott and Curtis Luck all played inspired golf and allowed Australia to win by an impressive 19 shots. It represented a great year for our young players, particularly Curtis Luck who also won the US Amateur and Asia Pacific Amateur among other titles. In other amateur news congratulations are due to Matteo Sanchez and Hye-Jin Choi who won the Men's and Women's Amateur Championships in January.

The Emirates Australian Open in November 2016 was another wonderful event and we were extremely pleased to have a champion the calibre of Jordan Spieth. His playoff win over Cameron Smith and Ashley Hall at Royal Sydney GC showed why he is one of the very finest players in the world. I'd like to pass on my thanks to everyone who supported the championship, in particular Emirates, the NSW Government, Royal Sydney GC and our commercial partner Lagardere.

In February the venerable Royal Adelaide GC hosted the ISPS Handa Women's Australian Open and it was world number six, Ha Na Jang who claimed the title with a barnstorming finish on the final day. Her 5 under performance over the final six holes separated her from the field and gave her a three shot win. ISPS Handa were again a fantastic title sponsor and I'd like to thank them along with the SA Government and Royal Adelaide GC for their valued support.

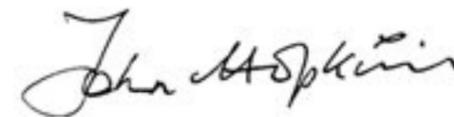
2016/17 was also a positive year for Australian golf in the administration of the game. Firstly we reached a landmark agreement with MSL that saw the commercial rights to GOLF Link come back to the sport. The Golf Australia website attracts over 35,000 a day which makes it one of the most popular sites in Australian sport. Into the future we see a number of opportunities to strengthen Australian golf with this new arrangement.

GA and other key bodies have spent a significant amount of time and effort reviewing the governance of Australian golf and looking at ways it could be streamlined with the ultimate aim of being able to invest more resources into the development of golf. During the course of the year five Member States agreed in principle to support One Golf, which is a detailed plan to bring states and GA together to form one operating company. We are now working with these states/territories (Northern Territory, Queensland, South Australia, Tasmania and Victoria) to finalise implementation detail, consult with their districts and clubs and get to implementation in the first half of 2018.

Additionally, GA and the PGA have worked closely together during the year to outline ways of creating efficiencies and revenue growth by bringing the organisations together. I believe the relationship that exists between our two bodies is closer than ever before and that bodes very well for the future of the sport.

I would like to sincerely thank my fellow directors for the contribution they have made to Australian golf over the past 12 months – they are a dedicated and passionate group who have put the sport before personal interest at all times. I'd like to recognise retiring directors Carmel Smith and Ken Richards for their service to Australian golf and wish them all the best. Both Carmel and Ken have given an enormous amount of time to Australian golf administration over many years and their contribution has been important and is appreciated.

On behalf of the Board and all golfers in Australia I'd like to thank the Golf Australia staff so ably led by CEO Stephen Pitt, for their ongoing commitment to golf in this country. We have a dedicated, passionate and expert team who have shown great loyalty to the organisation and the game in this country.



**John Hopkins, OAM**  
Chairman

# Chief Executive Officer's Report

In April this year GA brought to fruition an objective that had been a significant priority for the previous eight years, namely regaining control of the commercial rights of the GOLF Link database. I'd like to acknowledge MSL who worked closely with GA to deliver an outcome that was beneficial to both organisations.

We see this as being critically important to the future of golf in this country, in terms of building greater understanding of golfing trends, being able to better engage with our golfers and also being able to generate increased revenue to invest back into the game.

There are some important conversations we'd like to have with Australian golfers as well. Firstly we'd like to build a mindset of golfers bringing new people to the game and nurturing them through the early stages of their golfing journey. Around 85% of people are introduced to golf by a friend or family member, so it makes enormous sense to build a stronger culture of existing players bringing new golfers to the game.

Secondly it is important that our golfers, particularly club members, are strong advocates for the game. We are seeing local councils, particularly in Sydney, take aim at golf for their own political purposes. Ultimately we need our golfers to be advocates of our sport and to tell politicians they will take an interest in how they support the game.

The one downside of the GOLF Link reorganisation is that it eliminated GA's ability to record a moderate surplus for the year and for the first time in eight years, GA recorded a loss (\$198,470). However, we are working towards achieving a moderate operating surplus in 2017/18 and concluding the equity rebuild program in the next few years.

In terms of our game development program, I believe 2016/17 was a very successful year for us, particularly in the areas of club support and junior golf. The JV arrangement with the PGA in relation to MyGolf continues to be a strength of the game and this was reflected in the growth of the program in 2016/17. MyGolf registrations grew by around 40% and we remain confident of continued significant growth in the next few years as well. Our work in schools around Australia has been successful and we were very pleased to see golf move into the top 10 sports in the ASC's Sporting Schools program.

The club support area also saw some key developments particularly in relation to resources to help clubs. GA is doing far more in the governance area for clubs and is running a program to assist with education opportunities for club directors.

As we enter the future, female golf is emerging as a great challenge and opportunity for golf to conquer. For the first time in a long time, female golf members fell to below 20% of overall membership (19.9%). Work has already commenced on reviewing this area and looking at how golf can strengthen the major underpinning pillars of women's golf in Australia i.e. Membership, Participation, Leadership, Coaching and High Performance.

On the course it was a successful year for Australian golf. Australia once again won a World Amateur Teams Championship, this time through our men's team which won the Eisenhower Cup by a staggering 19 shots. Congratulations to Cam Davis, Harrison Endycott and Curtis Luck for their historic performance.

Our Men's and Women's Australian Opens were both wonderful showcases of golf. Jordan Spieth continued his impressive run at the Emirates Australian Open at Royal Sydney GC by recording his AO win in the last three years, while the impressive Ha Na Jang was the ISPS Handa Women's Australian Open winner at Royal Adelaide GC this February.

It is appropriate to recognise the support of the Australian Sports Commission (ASC) both in a financial sense and also in terms of the access to information and advice they have provided along the way, particularly in relation to the ongoing One Golf process.

I would also like to acknowledge the support of our great benefactors John and Jill Kinghorn and our entire sponsor family headed by ISPS Handa and Emirates, the naming rights sponsors of our Australian Opens. Our commercial partnership with Lagardere in relation to the Emirates Australian Open has been extremely harmonious and seen the event grow in stature each year. We have also been very fortunate to have established a long term and successful partnership with the NSW Government which has greatly benefited us. Likewise we are delighted to have formed a positive and important partnership with the SA Government in regard to the ISPS Handa Women's Australian Open.

I would like to pass on my personal thanks to the Board of Golf Australia, who have collectively provided great support to myself and the staff along with terrific stability and vision for golf in this country. I'd like to recognise and thank retiring directors Carmel Smith and Ken Richards for their service. Finally and most importantly I'd like to thank GA Chairman John Hopkins OAM who has contributed so much to Australian golf over an extraordinary long period of time.

In closing it has been my pleasure to work with my fellow staff members at GA and I'd like to thank them for their contribution to the game and their willingness to do all that they can to help make golf stronger and more vibrant in this country.



**Stephen Pitt**  
Chief Executive Officer

# Review of Operations

## Golf Development



The MyGolf program had a successful 2016/17, with 9,674 registered participants against a target of 9,149. Victoria, Tasmania, South Australia and Queensland all recorded strong results and eclipsed their participant targets, with the Northern Territory only very slightly behind their end of year target.

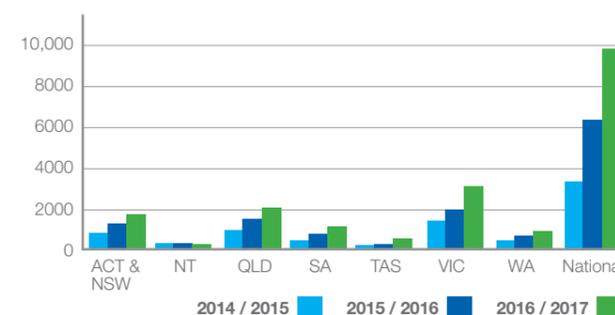
The 2016/17 result continues the trend of strong participant growth that has been experienced over the last three years since the relaunch of the program.

With over 600 registered centres across Australia and 281 active centres during 2016/17, a true national footprint has been established for the program, and this active centre figure is expected to grow significantly with the removal of the \$7 participant registration fee in 2017/18.

A highlight of the year was the appointment of Minjee Lee as a MyGolf Ambassador alongside Jason Day – this is a great boost, with Australia’s leading male and female players now supporting the program. Minjee will appear alongside Jason in MyGolf collateral and digital marketing materials during 2017/18.

The priorities for 2017/18 will be to continue to focus on activating registered MyGolf Centres through GA, state/territory and PGA personnel, facilitate MyGolf centre links with School Ambassadors, pilot a ‘Girls Golf Hub’ concept to increase the number of girls participating in MyGolf, further develop the ‘MyGolf Presents’ campaign to enhance the value proposition for centres, and strengthen the alignment of existing tournaments with MyGolf activations.

MyGolf Participants



An important extension to the MyGolf program has been the development of the MyGolf Junior League which is a 9-hole teams event with modified rules.

The objective of the MyGolf Junior League is to provide a pathway that further engages participants from learning the skills of the game to transitioning to on-course play in a fun and relaxed team’s competition. The MyGolf Junior League will commence being rolled out across the country during 2017/18, with all states/territories aiming to run their first league during Term 4, 2017.





The MyGolf Schools Program has continued to be delivered within the Australian Sports Commission's Sporting Schools Program. Golf has been consistently ranked among the top 10 requested sports over the past 12 months across all 32 available sports.

There was a total of 526 programs delivered to 28,994 participants in primary schools during the 2016/17 year with 372 registered coaches, of which PGA Golf Professionals delivered 72% of the programs.

The focus of 2017/18 will be to:

- Continue to build and retain the number of teachers registering as school ambassadors
- Develop a secondary school/teenager product for testing through the ASC Youth Participation Project
- Develop new "in class" curriculum activities for teachers to deliver to students including App upgrades
- Work closer with state/territory bodies to influence state school sport units and qualification pathways including the School Sport Australia Under 15 Championship
- Establish an indigenous team to participate in the 2017 Pacific School Games and support SSA with the event
- Develop a Sporting Schools resource pack for schools that provide information on transition to MyGolf clubs and facilities based programs
- Test and refine the MyGolf Junior League as a school gala day offering



Since its launch in 2015/16, the MyGolf School Ambassador program is an important strategic initiative to resource, reward and recognise teachers for their efforts in delivering and promoting MyGolf programs in their local school and community.

As at 30 June, 2017 there were 916 teachers nationally registered as MyGolf School Ambassadors. By registering as an Ambassador, teachers will continue to have exclusive access to a range of exciting resources and rewards which include:

- Backpack (existing ambassadors)
- Free MyGolf School Ambassador polo shirt
- Exclusive access to online curriculum resources
- Exclusive access to the MyGolf School Coaching Resource App
- Access to professional development opportunities
- Regular e-newsletter updates
- Ticket offers to major golf tournaments for teachers and their students

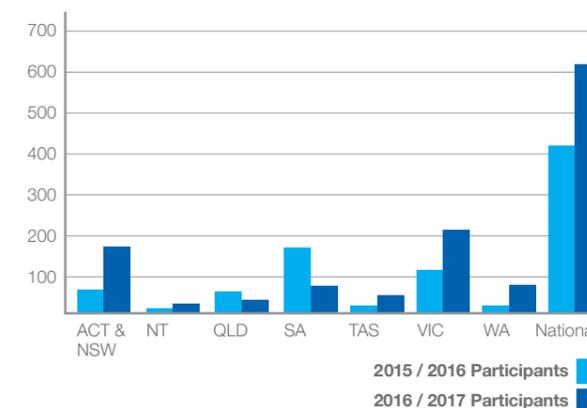


Swing Fit continues to engage new female golfers to the game with participant numbers having grown by nearly 50% from 2015/16 with 640 women getting started in golf in 2016/17. The number of centres running Swing Fit has also increased to 73, with an additional 99 centres having registered to run the program. South Australia, Victoria and Western Australia were Swing Fit's strongest performing states; all achieving over 70% of their targets.

The 'Hero Centre' approach which was introduced to Swing Fit in 2016/17 with 20 centres nationally identified for specific marketing support from GA has been effective with recruiting the 18-39-year-old target market. This included targeted Facebook advertising campaigns, engagement of local newspapers and councils, and attracting 'influencers' to Swing Fit programs. In conjunction with this, GA launched a Swing Fit Instagram and Facebook page which now has over 10,000 followers. This marketing approach has proven successful with a 28% increase in registrations during the 2016/17 year for younger women (18-39-year-olds).



Work is also underway on testing Swing Fit in alternative environments, including gyms and schools. In 2017/18 GA will continue to focus on maximising Swing Fit's role in shifting golf's brand perceptions and targeting younger female beginners to the game, further develop the 'Hero Centre' approach and marketing strategy – Facebook, Instagram, Influencers and LAM initiatives, refine the program offering to be more appealing to consumer needs including flexible registration and working with Centre's to offer programs at suitable times, embed 'Come & Try' sessions into the program, harness community instructors to support PGA Professionals, explore opportunities for the program to be delivered in a non-traditional golf environment which includes growing the number of fitness instructors being accredited to run the program and test Swing Fit in the secondary school market as part of the Sporting Schools Program.



# Clubs & Facilities Support

The area of club support continues to expand and has developed considerably in 2016/17 which includes providing assistance to public golf facilities. GA now provides full secretarial support for Public Golf Facilities Australia (PGFA), a body formed in 2016 to expand the knowledge and networking of public facility owners and operators.

GA's position on the PGFA Board allows many of the issues in public courses to be discussed and is also important for facilitating greater engagement with public facilities and providing pathway opportunities for social golfers.

One of the emerging challenges is the demand for public land in capital cities. Tied up with this issue is the need to promote the importance of golf in the community and the importance of investment into golf facilities to ensure that they remain vibrant community facilities.

## Portal Usage

Engagement by the industry to the on-line resources portal continues to grow with a national total of 13,220 portal visits achieved in 2016/17 – an increase of 1,882 (17%) since 2015/16. Boosting these numbers were the significant increases in WA (81%) and ACT/NSW (28%).

## Club Health Checks

A national total of 213 CHC's were completed by clubs in 2016/17, taking the total to 648 CHC's completed since the launch of club support in October 2014. Victoria and Tasmania remain the states most engaged with the tool and this is primarily driven by development officers as part of their club visits.

Measure	ACT & NSW	VIC	QLD	SA	WA	TAS	NT	National
<b>Club Health Checks</b>								
2016/17	14	124	24	3	12	34	5	213
2015/16	16	103	29	8	30	10	2	198
<b>Portal Visit Sessions</b>								
2016/17	3,949	4,423	2,019	850	1,630	300	49	13,220
2015/16	3,090	4,119	1,856	1,031	902	301	39	11,338

## E-Learning for Clubs

The first e-learning module "Governance Fundamentals" was released in June 2017 supported by visits to each state GMA meeting as well as the AGCSA's Australian Turfgrass Conference. The development of the module has involved collaboration with the PGA through the use of their e-learning platform, and the GMA Executive who have assisted with the content and testing of the module. Designed for board members and senior managers, the governance module is accessible for all clubs and is attractively priced at \$49.50 per registrant. The intention is to roll out further modules in 2018.

## 2017/18 Priorities

- Develop business insights reporting offering for clubs with industry data available to identify better performing and at-risk clubs
- Roll-out the on-line governance module and development of other club management modules e.g. role of the chairman
- In collaboration with GMA, develop an education strategy that includes assessing the feasibility of aligning with the Club Managers Association of America (CMAA) Business Management Institutes (BMI) program and developing an accreditation program
- Refresh the club health check tool with consideration to a more rigorous financial health component
- Embed equal opportunity in golf guidelines and education resources in the clubs & facilities support portal

# Inclusion

Golf Australia in collaboration with the PGA of Australia and Golf Victoria has developed a whole of sport strategy to make the game of golf more inclusive, starting with a focus on disability inclusion. The three-way partnership resulted in the appointment of the game's first dedicated resource in Christian Hamilton as National Inclusion Manager, a shared resource between all three bodies.

## Education & Workforce Development

Expanding the network of accredited inclusive PGA coaches was a key priority for 2016/17. Working with the PGA of Australia, the PGA Blind & Disabled Golf Coach Accreditation has expanded to 48 accredited coaches around Australia. A face to face two-day workshop was held at the 2017 Oates Victorian Open in February with 24 PGA members in attendance. The accreditation has also been developed in to an on-line offering for PGA members to complete through the PGA's online learning platform, the Fairway.



## Participation

Recognising that people with a disability have the same participation goals as all Australians, a key focus for GA has been to use existing national and state/territory based participation programs such as MyGolf, MyGolf Schools and Swing Fit as pathways into golf for people with a disability. During the 2016/17 year, PGA Blind & Disabled Golf Accredited Coaches have also delivered programs to 2,664 Australians living with a disability.

## Accredited PGA Coaches & Participants



## Partnerships

Developing playing opportunities and pathways for golfers with a disability through strategic partnerships has also been an important initiative in 2016/17:

- **European Disabled Golf Association (EDGA)**  
GA joined the EDGA from 1 January 2017 as an affiliate member. This has enabled GA to badge National Disability Golf Association events as ranking events for golfers with a disability.
- **National Disability Sports Organisations (NDSO's)**  
GA continues to work closely with other NDSO's to assist in game development initiatives, coaching programs, tournament assistance and promotion of events through GA media channels. The 2017 Australian Amputee Golf Open held at Sanctuary Lakes Golf Club in Victoria was the first event in Australia to carry ranking points for the EDGA and GA ranking system for golfers with a disability.

## Competition Rounds

For the twelve-month period to 30 June 2017, approximately 15.6 million competition rounds were recorded by GOLF Link across Australia which was a 4.5% increase for the same period last year.

All States experienced growth on last year with WA (+8.0%), SA (+7.5%), Queensland (+5.7%) and Victoria (+5.3%) reporting the largest increases in rounds played for the financial year.

State/Territory	Year End 30/6/2016	Year End 30/6/2015	% Change
ACT & NSW	5,576,601	5,453,031	+2.3%
VIC	4,228,821	4,016,187	+5.3%
QLD	2,885,112	2,730,204	+5.7%
WA	1,335,097	1,236,773	+8.0%
SA	1,166,000	1,084,759	+7.5%
TAS	365,708	363,638	+0.6%
NT	71,403	70,382	+1.5%
<b>Total</b>	<b>15,628,742</b>	<b>14,954,974</b>	<b>+4.5%</b>



## Club Membership

As at 30 June 2017 there were 393,975 affiliated playing members registered in Australia on GOLF Link, a reduction of 0.8% on the previous year. In percentage terms, South Australia was the strongest performing State/Territory with an increase in their membership base of 3.4% followed by Victoria who had an increase of 0.9%.

### Key Membership Insights

- The movement for metropolitan clubs in 2016 was a decline of 1.1%, with an average annual decline of 0.9% evident over the past five years. The movement for regional clubs in 2016 was a 1.1% decline, with an average annual decline of 1.1% evident over the past five years.
- Reported member numbers for social clubs have increased over the past five-years from 14,612 in 2012 to 21,558 in 2016, representing an average annual increase of 8.1%.
- Male members declined by 0.2% in the 2016 year, with declines of 0.6% applicable to both metropolitan and regional clubs. Female members declined by 3% in 2016, which continues a steady decline over the past five years.
- 36% of clubs experienced a nett increase of more than 2% of members, while 47% experienced a nett decrease of more than 2%.
- The average age of club members across the country is just under 56 years, with the average age of male members being eight years younger than females. 57% of the national club golf membership base is aged 55 years or greater.

- Reported junior members (under the age of 18) account for 3.5% of total members across the country. This proportion is higher for males than females, with 3.7% of male members being juniors while 2.7% of female members are juniors.
- The national attraction rate is 7.7%, and the attrition rate of 8.7%. 50% of new members are under the age of 45 compared to 27% for golf club members generally, indicating a lower age profile for new members.

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

State/Territory	2016/17	2015/16	Change	% Change
ACT & NSW	146,174	149,023	-2,849	-1.9%
VIC	111,485	110,519	966	+0.9%
QLD	63,754	65,262	-1,508	-2.4%
WA	32,977	33,439	-462	-1.4%
SA	26,734	25,822	912	+3.4%
TAS	10,679	10,729	-50	-0.5%
NT	2,172	2,313	-141	-6.5%
<b>Total</b>	<b>393,975</b>	<b>397,107</b>	<b>-3,132</b>	<b>-0.8%</b>

## Championships

Golf Australia's national championships continued to showcase Australia's best amateur golfers whilst providing a valuable pathway for our elite amateur players.

The Australian Amateur Championships presented by Swinging Skirts was played at Yarra Yarra Golf Club and Peninsula Kingswood Country Golf Club (Kingswood site) in Melbourne in January. With a stellar field including reigning title holders of the US Boys' Amateur (Minwoo Lee), US Girls' Amateur and US Women's Amateur (Eun Seong Jeong), British Amateur (Scott Gregory) and European Amateur (Luca Cianchetti), it continues to attract leading international players.

The Australian Men's Amateur trophy was won by Victoria's Matias Sanchez who defeated WA's Minwoo Lee 1 up. Sanchez made 11 birdies in the 36-hole final, where remarkably, 16 holes were either won by, or halved in, birdies throughout a match of incredible ebbs and flows. The Korean women once again dominated the Women's Amateur, where Hye-Jin Choi, the women's world number 4 ranked amateur at the time, defeated So-mi Lee 4&2. Choi then went on to finish 7th in the ISPS Handa Women's Australian Open, and runner up in the Women's US Open.

The Australian Girls' Amateur was played at Port Kembla Golf Club south of Sydney with NSW's Grace Kim coming from behind going into the last round to defeat fellow NSW player Hannah Park by one stroke.

The Australian Boys' Amateur title was played at nearby Wollongong Golf Club, with Victoria's Cameron John beating NSW's Jordan Garner by a solitary stroke.

Both Port Kembla Golf Club and Wollongong Golf Club are to be congratulated on presenting outstanding golf courses as the area had experienced unprecedented rainfall leading up to the events.

The Australian Junior Interstate Teams Matches followed the junior amateur championships with the NSW girls' team of Doey Choi, Amy Chu, Belinda Ji, Grace Kim and Stephanie Kyriacou claiming the Burtta Cheney Cup for the second consecutive year. For the second year a 'Composite Team' including team members from Northern Territory, Tasmania and the Australian Capital Territory competed, finishing fourth.

In the Boys' Series played at Riverside Oaks Golf Club, Western Australia and Queensland both completed the round robin matches with six match wins, however Western Australia took the title with a greater number of individual game wins. The team of Jordan Doull, Connor Fewkes, Cooper Geddes, Joshua Greer, Hayden Hopewell and Fred Lee took the trophy west for the first time since 2000.

The Australian Interstate Teams Matches were played in Perth at Royal Fremantle Golf Club (women) and Melville Glades Golf Club (men). The Gladys Hay Memorial Cup for the women's championship was won by Victoria, who defeated NSW in the final by a solitary game. It was Victoria's third win in six years. The team included Stephanie Bunque, Olivia Kline, Kono Matsumoto, Linley Ooi, Gaby Ruffels and Montana Strauss.

Victoria also claimed the men's title beating NSW 4½ to 3½ in the final. The team of Blake Collyer, William Heffernan, Cameron John, Kyle Michel, Lukas Michel, David Micheluzzi, Zach Murray and Matias Sanchez won what was a thrilling final.

The Australian Women's Senior Amateur was played in regional Victoria at Ballarat Golf Club, with Jacqui Morgan from NSW claiming her second women's senior title, defeating Victoria's Helen Pascoe in the final.

The Australian Men's Senior Amateur was played at Kooyonga Golf Club in South Australia with Victorian Kym Olsen winning his first national title by four strokes from Canada's David Schultz.

The Australian Men's Senior Match Play Championship was again played at Coolangatta-Tweed Heads Golf Club in Queensland. Queensland's Stephen Toyne defeated Gordon Claney from Victoria 2&1 in the final.

The Mid Amateur Championships for players aged 30-54 years were played at The Sands Torquay on Victoria's Bellarine Peninsula. Victoria's Sue Wooster won the women's event by eight strokes, while the 2012 champion Andrew Tharle (ACT) took out the men's title.

The Australian Amateur Ranking Systems continue to provide the chance to monitor the movements of Australia's best golfers based on results from a series of Australian events. Congratulations are extended to Harrison Endycott (NSW) and Hannah Green (WA) for winning the 2016 Men's and Women's Rankings, Fred Lee (WA) and Karis Davidson (Qld) for taking out the Junior Rankings, and Greg Rhodes (Vic) and Jacqui Morgan (NSW) for topping the Senior Rankings, for the second consecutive year.

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



The Australian Amateur Championships

Presented by 裙襪搖搖



## 2016/2017 National Championships Winners

Date	Championship	Venue	Winner
11 – 13 October 2016	Australian Men's Senior Amateur Championship	Kooyonga Golf Club, SA	<b>Kym Olsen (Vic)</b>
24 – 28 October 2016	Australian Women's Senior Amateur	Ballarat Golf Club, VIC	<b>Jacqui Morgan (NSW)</b>
9 – 11 November 2016	Australian Women's Mid Amateur	The Sands Torquay, VIC	<b>Sue Wooster (Vic)</b>
9 – 11 November 2016	Australian Men's Mid Amateur	The Sands Torquay, VIC	<b>Andrew Tharle (ACT)</b>
24 – 27 November 2016	Emirates Australian Open	Royal Sydney Golf Club, NSW	<b>Jordan Spieth (USA)</b>
17 – 22 January 2017	Australian Men's Amateur presented by Swinging Skirts	Yarra Yarra Golf Club & Peninsula Kingswood Country Golf Club (Kingswood Course), VIC	<b>Matias Sanchez (Vic)</b>
17 – 22 January 2017	Australian Women's Amateur presented by Swinging Skirts	Yarra Yarra Golf Club & Peninsula Kingswood Country Golf Club (Kingswood Course), VIC	<b>Hye-Jin Choi (KOR)</b>
16 – 19 February 2017	ISPS Handa Women's Australian Open	Royal Adelaide Golf Club, SA	<b>Ha Na Jang (KOR)</b>

Date	Championship	Venue	Winner
5 – 7 April 2017	Australian Girls' Amateur	Port Kembla Golf Club, NSW	<b>Grace Kim (NSW)</b>
5 – 7 April 2017	Australian Boys' Amateur	Wollongong Golf Club, NSW	<b>Cameron John (NSW)</b>
9 – 11 April 2017	Australian Girls' Interstate Teams Matches	Port Kembla Golf Club, NSW	<b>New South Wales</b>
10 – 13 April 2017	Australian Boys' Interstate Teams Matches	Riverside Oaks Golf Club, NSW	<b>Western Australia</b>
9 – 11 May 2017	Australian Women's Interstate Teams Matches	Royal Fremantle Golf Club, WA	<b>Victoria</b>
9 – 12 May 2017	Australian Men's Interstate Teams Matches	Melville Glades Golf Club, WA	<b>Victoria</b>
20 – 23 June 2017	Australian Men's Senior Match Play	Coolangatta Tweed Heads Golf Club, QLD	<b>Stephen Toyne (Qld)</b>

## Emirates Australian Open



Australia's major championship, the 2016 Emirates Australian Open, provided another stunning week for the Australian golf and sporting community with another memorable occasion, both on and off the course.

The 101st edition of the national championship attracted many past champions from around the world – Australia's global players again supported our national Open, as did world No.1 Jordan Spieth for the third year in succession.

With 2015 champion Matt Jones unable to defend his title because of commitments in the United States, the crown was vacant and many players put themselves into contention.

Ash Hall was the clubhouse leader after a brilliant closing 66 left him at 12 under, but fellow Victorian Geoff Ogilvy had already reached 13 under out on course and looked the winner.



But the 2010 champ suffered a bogey on the 15th before a costly double on the long 16th and fell back to 10 under.

Young Queenslander Cameron Smith then bounced to 13 under before a closing bogey left him tied with Hall, just as Spieth birdied the 16th to join the lead.

The trio couldn't be separated after 72 holes, but it only took one quality playoff hole to enable the American to win his second Australian crown. After Smith then Hall missed their own birdie tries, Spieth calmly rolled his home in front of a huge Royal Sydney gallery on the most famous closing hole in Australian golf.

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 Lagardere. 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 and was the first in the global series of International Qualifying events for the Open Championship.

The Royal Sydney Golf Club, with its long history in the championship, provided an extremely well-conditioned 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 and we look forward to a continued association.

## 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 co-sanctioned by the LPGA Tour and ALPG Tour.

For the second year in succession, the tournament returned to South Australia and for the first time since 1994, the event was played at the world renowned Royal Adelaide Golf Club.

Record crowds flocked all week as Adelaide fully supported the tournament, which again attracted an outstanding international field.

After a frenetic final day in high winds and with birdies at a premium, it was Ha Na Jang who stood tall late to draw clear on a packed leaderboard.

The South Korean dynamo caught fire on the final six holes with three birdies and an eagle to have the huge galleries roaring her name, particularly the "Jang Gang", her most vocal supporters all week.

Denmark's Nanna Madsen made a late birdie after a quiet day to nab second position three shots back, with defending champion Haru Nomura, world No.2 Ariya Jutanugarn and Aussie pair Minjee Lee and Sarah Jane Smith sharing third.

Capping a promising week for the homegrown talent, Hannah Green (T7) and Su Oh (T14) also were prominent, while Australian Amateur champion Hye Jin Choi, of Korea, showed she would be a force when she turned pro, sharing seventh.

Golf Australia's strong relationship with the LPGA 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 Royal Adelaide Golf Club was superbly presented and tournament partners were delighted with more than 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, particularly in Asia and North America.

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

We owe our thanks to the South Australian Government, the Royal Adelaide Golf Club and volunteer co-ordinator Bronwyn Kinnear for her 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 2018 when we move to nearby Kooyonga Golf Club.



## Rules & Handicapping

Over the past year, the R&A, GA, and our Member Associations have continued to work together to offer clubs a high-quality service that supports the administration of every handicap and elite competition that is played right across Australia.

Whilst our core business is to handle the large and increasing volume of requests for assistance we field from all components of the industry, we will continue to develop various initiatives with a view to improving the service we provide. Some of the major projects GA has been involved in over the past year are described below.

### World Handicap System

The R&A and the United States Golf Association have been working with golf's major handicapping authorities to develop a single World Handicap System for the game. GA is one of the organisations that has been integrally involved in this process. GA has dedicated significant effort to this project and it has been a primary focus for us over the past year. We look forward to consulting our constituents on the proposed new system once it has been finalised.

### Statistical Process For Reviewing Scratch Ratings and Slope Ratings

GA has been working on developing a method to use real score data from the GOLF Link database to accurately review and determine Scratch Ratings and Slope Ratings. Our statisticians have developed formulae for this purpose. These formulae are the basis of new functionality that is being added to GOLF Link for the use of Member Associations. This world-leading initiative has commenced operation and the early response from clubs has been very positive.

### New Handicap History Webpage

In April 2017 GA reacquired the full rights to the GOLF Link program. One of the many benefits of this development was that it enabled GA to shift the public access point for the handicap history of all Australian golfers across to golf.org.au. To support this transfer, the handicap history webpage was upgraded and a much stronger focus is now directed to the user experience of our 400,000 club members. Approximately 35,000 golfers check their handicap each day on the Golf Australia website.

### Modernised Rules of Golf

In March 2017 The R&A and the USGA unveiled a preview of the proposed new Rules of Golf, as part of a joint initiative to modernise the Rules and make them easier to understand and apply. The release of this preview began a six-month feedback and evaluation period during which all golfers worldwide had the opportunity to provide input before they are finalised in 2018 and take effect on 1 January 2019.

The announcement follows a comprehensive review process that began in 2012 with a working group of key R&A and United States Golf Association Rules administrators, professional tour officials and other Rules experts including representation from GA. While the Rules are revised every four years, this is the first fundamental review since 1984, and was established to ensure the Rules fit the needs of today's game and the way it is played around the world.

In closing, GA 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 and handicapping. Their efforts provide invaluable support to the game of golf in Australia and are sincerely applauded by the Board and staff of GA.

## High Performance

The 2016/17 year has seen Australian teams and players enjoy further success on the international stage, highlighted by our win by 19 strokes at the Eisenhower Trophy and individual success for Curtis Luck at the US Amateur and Asia-Pacific Amateur. We maintained our policy of sending representative teams to events that carry historical significance whilst providing development opportunities to targeted individual athletes. It is these opportunities that give individual amateurs the experience they need going forward and can assist in fast tracking their development.

2016 also saw the return of Golf to the Olympic Games with Australia represented by former Golf Australia National & Rookie Squad members Minjee Lee and Su Oh in the women's championship and Scott Hend and Marcus Fraser in the men's championship. Ian Baker-Finch fulfilled the role of Team Captain.

Standout results in key international amateur and professional events are listed below:

- **Eisenhower Trophy** – 1st
- **Queen Sirikit Cup** – 5th
- **Asia-Pacific Junior Championship** – 9th
- **Espirito Santo Trophy** – 12th
- **Curtis Luck** – 1st US Amateur Championship
- **Curtis Luck** – 1st Asia-Pacific Amateur Championship
- **Min Woo Lee** – 1st US Junior Championship
- **Cameron Davis** – 1st Eisenhower Trophy individual
- **Jed Morgan** – 1st Asia-Pacific Junior Championship individual
- **Brett Coletta** – 2nd Asia-Pacific Amateur Championship
- **Brett Coletta** – 1st Queensland Open (PGA)
- **Minjee Lee** – 1st Blue Bay Championship (LPGA)
- **Minjee Lee** – Australian Olympic Team
- **Su Oh** – Australian Olympic Team
- **Hannah Green** – 1st Sara Bay Classic (Symetra Tour)
- **Todd Sinnott** – 1st Leopold21 Myanmar Open (Japan Tour)
- **Jarryd Felton** – 1st Lawnmaster New Zealand PGA

Winners of the Australian Amateur Championships were:

- **Australian Amateur** – Matias Sanchez (Victoria)
- **Australian Women's Amateur** – Hye-Jin Choi (Korea)
- **Australian Boys Amateur** – Cameron John (Victoria)
- **Australian Girls Amateur** – Grace Kim (NSW)

The winners of the Karrie Webb Series were Rebecca Kay (QLD) and Karis Davidson (QLD). 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 recipient of the Cameron Smith Scholarship was Louis Dobbelaar (QLD). Cameron established the scholarship having set himself up on the USPGA Tour, including his first victory at the Zurich Classic in 2017. The scholarship is offered to an Australian junior annually with Cameron nominating the player based on their on and off course demeanour.

The ninth year of the Rookie Program saw nine athletes offered scholarships – Brett Coletta, Cameron Davis, Ben Eccles, Jarryd Felton, Hannah Green, Nathan Holman, Su Oh, Ryan Ruffels & Todd Sinnott. All have playing rights across the world's tours.

The Give Back Program continues to assist in developing the culture of our players and all amateurs and rookie professionals have signed on and committed to give back when their time comes. The first eligible player to give back will be Nathan Holman in 2019.

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



# Commercial

The overall commercial revenue for the period increased to \$2.492m from \$2.449m in 2015/16. The prior year figure includes a \$150k rights fee from Golf Link Partners which was not paid in 2016/17 due to the GOLF Link contract variation. Adjusting for this change, year on year income grew by 8% following a 24% increase in the prior year.

In 2016/17 our partnerships with Host Plus, Drummond Golf, Acushnet and Coca-Cola Amatil all continued. Each partner has been a long-term supporter of Golf Australia and Australian golf and we look forward to these relationships continuing.

Our relationship with Swinging Skirts continued to grow and evolve in 2016/17 with the first cohort of Swinging Skirts players visiting Australia for a High Performance training and development camp. This emerging program ratifies that Golf Australia's High Performance program is truly world class. Our thanks to everyone involved in the camp for their assistance in delivering this.

The acquisition of the GOLF Link database in April 2017 has strengthened our commercial offering which now includes access to:

- Affiliation with the National Sporting Organisation for golf
- A direct connection with golf club members
- Access to golf.org.au which is now a leading sporting website in Australia
- The Emirates Australian Open and ISPS Handa Women's Australian Open – collectively Australia's leading men's and women's professional events
- National participation and club support programs including MyGolf, SwingFit and the Club Support Portal
- Golf Australia's High Performance program for Australia's leading amateur players and emerging rookie professionals
- Golf Australia's suite of National Championships including the prestigious Australian Amateur.

GOLF Link will allow GA to grow commercial investment however our priorities will always remain that we work with partners who are committed to a long term investment into golf and that the experience of our members, players and spectators is paramount.

From a tournament perspective, the ISPS Handa Women's Australian Open is continuing to flourish in Adelaide. The support of SA Events has been invaluable and the event is continuing to attract strong local interest from iconic South Australian brands including Penfolds, Coopers and the Stamford Grand Adelaide. The Emirates Australian Open remains the preeminent event on the Australasian PAG Tour, we thank both ISPS Handa and Emirates for the ongoing support which allows Golf Australia to deliver world class events.

Golf Australia thanks and proudly acknowledges the significant support it receives from all of the organisations within its sponsorship portfolio, including:



# Marketing

Golf Australia's marketing is focused on increasing the number of golfers in Australia and the number of rounds of golf played. It aims to drive consideration and participation among potential golfers and engagement with the sport among current golfers.

With Golf Australia refreshing its strategic plan in late 2017, an interim marketing strategy has been guiding the work of the marketing team. This is summarised below, with key achievements highlighted. The six pillars were formalised through a workshop in February 2017, which brought together marketing and communications staff from all state and territory golf associations.

## Build marketing capability and capacity

With support from the Australian Sports Commission, we completed a 'whole of sport customer experience and digital strategy' and delivery roadmap, which provides a transformational vision that highlights how digital can enable and enhance customer experiences of golf in Australia.

This has been supplemented by a technology and data architecture and recommended program of work to realise this vision. Through CRM and APIs, Golf Australia will seek to deliver a single view of the customer, unlock the value of Golf Link, transform our marketing capability and build new digital capability in a prioritised way.

## Increase kids' participation by strengthening the MyGolf program and brand and making the program as attractive as possible to commercial partners

In this financial year, we created 'MyGolf Presents...' – a light-hearted, short-form video content series – for social media marketing purposes. 'MyGolf Presents...' brings to life the stories, characters, experiences and fun of MyGolf at clubs, facilities, clinics and championships around Australia. The stars of the first few episodes of 'MyGolf Presents...' were three young MyGolfers – Isaac (5 years old), Adam (9) and Siobhan (11) – and we featured Jason Day in Term 2.

The social media marketing campaigns target parents of 5-12 year old kids in the lead up to each school term – driving awareness, engagement and registrations. They are also set up to enable industry stakeholders and MyGolf centres around the country to collaborate through their social media channels. In Term 1 (2017) alone, we drove more than 12,000 visits to the MyGolf website. 'MyGolf Presents...' adds another element to the value proposition of being a MyGolf centre.

## Ensure Golf Month, Australian golf's national participation campaign, delivers on its objectives and continues to grow

2016 saw a 64% increase in active Golf Month facilities across Australia to 435 and a 51% increase in activities and offers to a total of 1,357. The TVC and video content created for digital and social media marketing were praised within the industry and resonated strongly with consumers.

The campaign received positive feedback from clubs and facilities and drove 53,000 users to the Golf Month website. More than a third of these visitors defined themselves as new to golf.

## Drive the marketing components of the Get Me Started project – to translate interest in golf into trial and long-term engagement with the sport

This segment is sized at 2.56 million – all of whom are interested in playing golf. The ASC's AusPlay survey suggests 202,423 adults are actively considering golf in the next 12 months.

We conducted a deep-dive into this consumer segment to better understand their needs and what would inspire them to act. We discovered that 'taster' and 'get golf ready' programs are key; people are comfortable learning alongside different ages and genders; the environment must be fun and welcoming; and deliverers must be patient, energetic, social and 'in the experience' with them.

Next steps on this project – to be embarked upon in the new financial year – include developing the required brands and an appropriate brand hierarchy for Australian golf's participation products, as well as testing the concept of a digital service to help people get started in golf in a way that suits their preferences and provides a positive experience.

### Increase participation in golf among women and girls by effectively promoting Swing Fit and supporting the development of a refreshed female participation strategy

Swing Fit is playing a key role in changing perceptions of golf; it is a fantastic product for the Health and Fitness Crew defined in the 2015 AGIC Australian Golf Landscape Report.

Social media is helping us to promote Swing Fit in a couple of valuable ways – building the brand and appealing to younger women via health, wellness, lifestyle, fitness and fashion (including through ambassadors and influencers) on Instagram; and promoting active Swing Fit programs in an efficient, geographically and demographically targeted fashion on Facebook.

The marketing team also contributed to a female participation strategy discussion document, which was discussed at the 2017 Golf Development Forum. This will be a key input into a strategy to transform golf into a sport that is highly engaging and fully inclusive for women and girls.

### Maximise participation, attendance and viewership at Australia's national championships

We have created a united 'look and feel' for Australia's national amateur championships, which we are utilising in digital and social media advertising to drive awareness, interest and participation.

For the 2017 ISPS Handa Women's Australian Open, a dynamic and vibrant creative concept (Expect Brilliance) with supporting imagery was utilised across collateral, messaging, PR, player briefing materials and social media advertising – contributing to record crowd numbers at the event.



## Media & Digital

### The Golf Australia digital and media department took its reach to new levels in 2016/17 as the “game-changing” handicap checking functionality moved to the GA website.

When the handicap look-up went live on April 1, the website became a legitimate force in Australian sport, with traffic swelling to 35,000 visitors a day.

Now a top-20 sports website in Australia, golf.org.au has the power to not only reach a bigger audience with our key messages and stories, but also carries considerable commercial clout which was exercised for the first time with a “takeover” by key partner Hyundai Genesis.

As part of a broader vision by Golf Australia to simplify, centralise and declutter the game's online presence, the rationalisation of websites continued at full speed.

Sites that were previously standalone, including Golf Tasmania, Golf Month, Club Support and Emirates Australian Open, were all moved to the golf.org.au environment to leverage a larger audience daily. Integrating these brands into the GA website introduced them to the 35,000 people who visit the site each day. This process will continue throughout the next year.

Golf Queensland formally joined the website content sharing platform, now leaving Western Australia as the only state on its own.

Another internal initiative, along with input from some states, most notably Golf Victoria, was the introduction of a new national and international golf podcast called Inside The Ropes.

On a new and booming media platform, our podcast allows us to share messages from various stakeholders along with news, views and interviews from all corners of Australian involvement in world golf.

With guests such as major champions Ian Baker-Finch, So Yeon Ryu and Geoff Ogilvy in its early shows, hosts Andy Maher and GA media manager Mark Hayes have been able to effectively share stories which are now rarely heard in “traditional” forums. Regular and rotating co-hosts Mike Clayton, Martin Blake, Alison Whitaker and Jo Charlton each bring bold and different viewpoints to the program. In Charlton's case, it has become a great grounding for a

fine young talent to take steps towards a possible future career, all the while lending her impressive knowledge to a new audience.

The podcast, recorded weekly at Melbourne radio station RSN, already has thousands of listeners weekly and, at one point, reached as high as No.2 on the Apple Podcasts charts. Again, the potential of this new venture is only partly tapped and we have bold plans for its future.

In addition, the RSN framework has allowed us to broadcast a highlights package of Inside The Ropes in a radio format each Sunday. Our relationship with RSN has also meant an expanded range of interviews on golf on a regular basis on the station's Breakfast Club morning show – and both shows use each other's audio.

Hayes' expanding role within these electronic mediums continues to take in regular and occasional slots in shows in Melbourne, Sydney, Adelaide and Perth. In addition to appearing on formal golf shows, this has increased to take in slots in prime time shows with hosts such as Steve Price on 2GB and Kevin Bartlett on SEN.

We have continued to foster relationships with TV networks and newspapers and do our best to provide exclusive content whenever possible. Most notably, this has occurred in regional areas around our elite amateur athletes, along with a continuation of feature stories and news around major tournaments when we can facilitate access to players.

To this end, we have also built on our relationship with the LPGA Tour's media department in working around the Women's Australian Open. From effectively two separate content production camps two few years back, we have forged great relationships with their team who now regularly feed our content into their website, which is particularly important when we generate sponsor-driven content around the national championship. This has expanded the WAO's internet reach globally.

Golf Australia's social media community swelled again and remained the largest suite of golf followers in the country, this year with the addition of regular Instagram updates. The 60,000-strong Facebook community continues as our flagship with engagement levels matching The Open and the USGA.

In its third year, Australian Open Radio was again a hit on course at the 2016 men's national championship and continued to expand its popularity around the country and internationally through people streaming the commentary via the website.

# Finance

The enclosed Annual Financial Report provides full financial disclosure of the year ended June 30 2017. Following eight years of surpluses which rebuilt the equity of Golf Australia from \$878k to \$3.461m, the final result for 2016/17 is a loss of \$198,470.

In November 2016 Golf Australia reached agreement with the previous owners and current operators of the GOLF Link database to vary their agreement to return ownership and control of the commercial rights to this data to Golf Australia from 1st April 2017. The 2016/17 loss is a direct result of this important strategic investment which required Golf Australia to:

- forgo the \$150k p.a. commercial rights fee received under the previous agreement.
- Increase the GOLF Link fee payable from \$2.77 to \$3.25 per player. Golf Australia has taken the decision to not pass this fee increase onto golfers.
- bring forward payment of the early termination fee. This payment of \$275k will now be paid in 3 equal instalments from 2017 to 2019 rather than in 2025 to exit the 2025-2030 term of the contract.

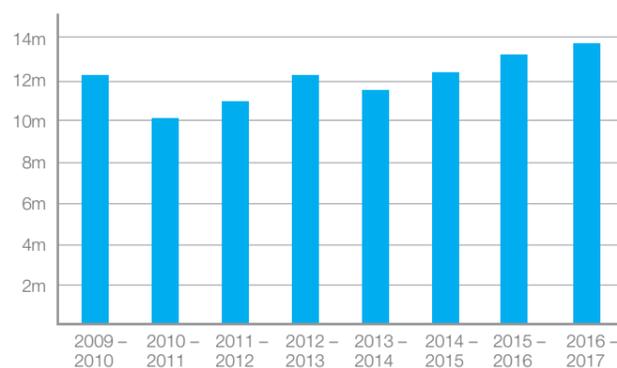
The financial operating philosophy of recording moderate surpluses since 2008 was implemented with the view to building the strength of Golf Australia balance sheet to provide the flexibility to undertake investments such as GOLF Link without detracting from program investment. The advantage of this approach is highlighted by Golf Australia being able to maintain the level of program investment while incurring the additional costs of the GOLF Link variation.

While the quality of the member user experience will remain paramount, the GOLF Link database does provide Golf Australia with a significant commercial asset. To execute the contract variation Golf Australia paid a full year of increased compensation as outlined above but only controlled the asset from 1st April 2017 limiting the revenue opportunities. In addition to the non-financial benefits of controlling the commercial rights documented throughout the Annual Report we remain confident that the GOLF Link agreement will have a positive financial impact in 2017/18.

Putting aside the GOLF Link variation, Golf Australia continued to grow revenue to support our aim of increasing our ability to invest in programs and have a positive impact of the health of Australia golf. Total revenue for the 2016/17 grew by 4% from \$13.312m to \$13.872m. This growth was due to:

- Increased affiliation fee revenue of \$335k; and
- Increased commercial revenue above the decreased GOLF Link rights fee through an upgraded partnership with Swinging Skirts.

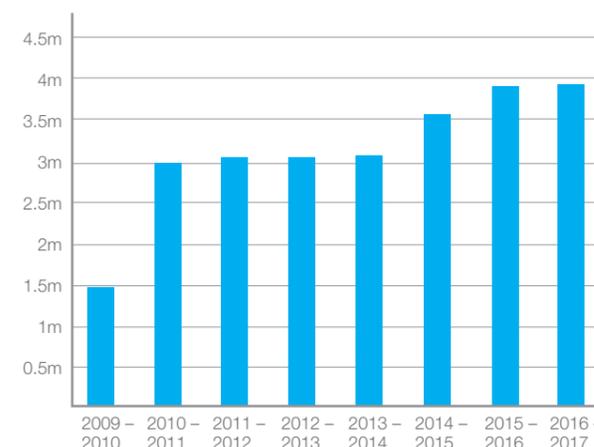
Golf Australia Revenue



The financial performance of Women's Australian Open continues to improve as the event establishes itself in Adelaide. The net loss improved to \$288k from \$440k in the prior year and is now approaching a level that is comparable to the broader benefits this event brings in showcasing world class women's golf in Australia.

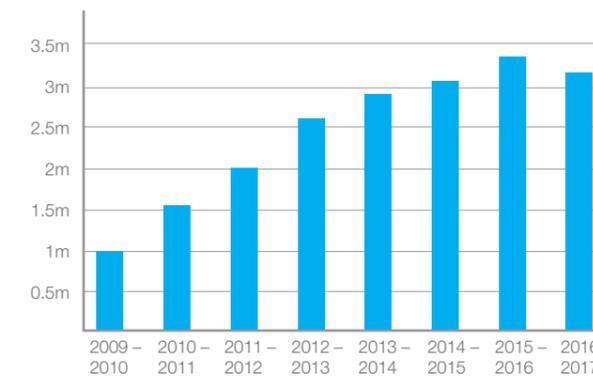
Golf Australia invested \$3.896m directly into new and continuing programs in the areas of game development, high performance, national championships and rules and handicapping, a minor increase on the \$3.867m invested in 2015/16.

Golf Australia Programs Investment



Despite this year's loss the equity balance remains a healthy \$3,263,386. When combined with Golf Australia's cash position the business remains in a strong financial position and has retained the ability to absorb reduced surpluses or short term losses should they be required to achieve our overall aim of increasing the health of Australian golf.

Golf Australia Equity



Looking forward, Golf Australia is budgeting for a surplus of \$308k for 2017/18 and we will continue to target surpluses of approximately \$300k to build equity to our target of \$4m by 2019.



Australian Government  
Australian Sports Commission

### Message from the Australian Sports Commission

The Australian Sports Commission (ASC) thanks all of our partner national sporting organisations (NSOs) for your continued hard work and commitment to excellence. All of you understand innately the importance of sport in Australian life. It's much more than a source of national identity and pride, it's the fabric that binds us together - a common language for all, with multiplier benefits in health, education, social cohesion and the economy.

There were many great sporting events to celebrate during the course of last year - the launch of both the AFL Women's competition and the National Netball League with prime-time TV coverage, our most successful winter sports season ever on the world stage, and fairytale victories against the odds for Cronulla in the NRL and the Western Bulldogs in the AFL.

Last year's Olympic and Paralympic Games underscored the challenge however for Australia in retaining its status as one of the world's pre-eminent sporting nations, given rising competition from developed and developing nations alike. We must keep innovating, being bold and willing to change both on and off the field if we are to succeed, not just in Olympic and Paralympic sports but across the sporting spectrum.

We appreciate the willingness of NSOs to embrace this challenge. We commend athletes for their dedicated commitment to training ahead of the PyeongChang 2018 Winter Olympic and Paralympic Games, the Gold Coast 2018 Commonwealth Games and, further ahead, the Tokyo 2020 Olympic and Paralympic Games.

One of the most important long-term challenges for our country is to help our children be physically active, to participate in sport and enjoy its lifelong benefits.

The ASC's Sporting Schools program has now reached more than 5,600 primary schools around Australia and has already begun a targeted program for high schools. It is vital to ensure physical education is re-emphasised in the national school curriculum. To this end, the ASC has been doing ground-breaking work on physical literacy for children and youth and we look forward to rolling this out nationally in the year ahead.

As the national leadership organisation for sport in Australia, the ASC was delighted when our new Minister for Sport the Hon. Greg Hunt recently proposed a National Sports Plan, the preparation of which will be led by the ASC. This will create, for the first time, a comprehensive blueprint for Australian sport. It's an outstanding initiative and we thank the Minister for his leadership and vision. We hope all NSOs take the opportunity to contribute their views to the plan.

Most of you will know that this year the ASC welcomed a new CEO Kate Palmer, a talented sports leader, who has quickly built excellent relationships with sports and is embracing the challenges ahead with an inspiring enthusiasm.

Finally, I say a big thank you to the army of volunteers - parents, coaches, officials and administrators - who contribute their time and services for the good of Australian sport. You bring community strength, passion and great value to the identity, productivity, cohesion and health of our nation.

The ASC wishes you every success in the year ahead. We look forward to working closely with you for the common good of Australian sport.

**John Wylie AM**  
Chair  
Australian Sports Commission



# Annual Financial Report

GOLF AUSTRALIA Limited (ABN 54 118 151 894) and its Controlled Entity

Annual Financial Report – 30 June 2017

Consolidated Financial Report

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This financial report covers Golf Australia Limited ('the Company') and its controlled entity ('the Consolidated Entity'). The financial report is presented in Australian currency and has amounts rounded to within the nearest dollar unless otherwise stated.

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 2, 111 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 **6 October 2017**. 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 2017 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 2017</b>
Mr John Hopkins, OAM, Chairman	Chairman of the Board 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).
Mr Malcolm Speed, AO, Vice-Chairman	Vice-Chairman of the Board of Golf Australia during the financial year until the date of this report. Director of Richmond Football Club; Sorrento Golf Club Ltd; Sports Environment Alliance Inc; Public Officer of Coalition of Major Professional and Participation Sports Inc.
Mr Peter Castrisos	Director of Golf Australia from the AGM, 25 November 2016 until the date of this report. Chairman of Club Super.
Mr Robert Crosby	Director of Golf Australia during the financial year until the date of this report. Chairman of Audit & Risk Committee; Chairman of High Performance Committee.
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 during the financial year until the date of this report. Member of Audit & Risk Committee. Managing Director Leaf Resources Ltd (ASX Listed).
Mr Peter Ritchie, AO	Appointed Director of Golf Australia from 21 August 2015 until the date of this report. Chairman of Reverse Corp. Ltd (ASX Listed).
Mr Michael Sammells	Director of Golf Australia during the financial year until the AGM, 25 November 2016. 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 this report.

### 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 eligible to attend</i>	<i>Number of meetings attended</i>
Mr John Hopkins, OAM	7	7
Mr Peter Castrisos	5	5
Mr Robert Crosby	7	7
Mrs Kerri-Anne Kennerley	7	6
Mr Ken Richards	7	7
Mr Peter Ritchie	7	5
Mr Michael Sammells	2	1
Mrs Carmel Smith	7	6
Dr Jill Spargo	7	7
Mr Malcolm Speed, AO	7	7

### 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 Stephen Spargo; Member Association representative  
Mr Michael Sammells; Former Golf Australia Director  
Mr Peter Castrisos; 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 2017 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 loss of the Consolidated Entity for the reporting year was \$198,470 (2016: \$211,522 profit).

**Significant changes in the state of affairs**

There have been no significant changes in the state of affairs during the financial year not otherwise disclosed in this financial report.

**Significant events after the balance date**

There have been no items, events or transactions which have arisen in the period between the end of the financial year and the date of this 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 \$3,960 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 6 and forms part of the Directors' report for the financial year ended 30 June 2017.

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



John Hopkins, OAM

Chairman

MELBOURNE, 6 October 2017



## 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 of Golf Australia Limited for the financial year ended 30 June 2017 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



Darren Scammell  
Partner

Melbourne  
6 October 2017

## Consolidated Statement of Comprehensive Income

		30 June 2017	30 June 2016
	Notes	\$	\$
<b>Revenue from continuing operations</b>	2	<b>11,236,333</b>	10,558,797
Other income	2	<b>2,635,688</b>	2,753,509
<b>Total Revenue</b>		<b>13,872,021</b>	13,312,306
Tournament expenses	3	<b>(2,626,412)</b>	(2,627,234)
Game & Club Development		<b>(1,587,270)</b>	(1,565,115)
Elite Development expenses		<b>(2,008,059)</b>	(2,011,037)
GOLF Link expenses		<b>(1,404,422)</b>	(1,058,269)
Communication expenses		<b>(636,378)</b>	(677,426)
Administration expenses		<b>(943,033)</b>	(1,035,645)
Employee benefits expense		<b>(3,296,551)</b>	(2,913,358)
Depreciation and amortisation expense	3	<b>(250,745)</b>	(264,625)
Finance costs		<b>(21,438)</b>	(22,195)
Contra Expenses		<b>(473,278)</b>	(393,278)
Other expenses		<b>(822,905)</b>	(532,602)
<b>(Loss)/Profit before income tax</b>		<b>(198,470)</b>	211,521
Income tax expense	1(r)	-	-
<b>(Loss)/Profit from continuing operations</b>		<b>(198,470)</b>	211,521
Other Comprehensive Income		-	-
<b>Total Comprehensive Income for the period</b>		<b>(198,470)</b>	211,521

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

## Consolidated Statement of Financial Position

	Notes	30 June 2017	30 June 2016
		\$	\$
<b>ASSETS</b>			
<b>Current assets</b>			
Cash and cash equivalents	4	<b>2,462,257</b>	2,858,837
Trade and other receivables	5	<b>1,732,196</b>	2,119,694
Inventories		<b>258,764</b>	215,543
<b>Total current assets</b>		<b>4,453,217</b>	5,194,074
<b>Non-current assets</b>			
Property, plant and equipment	6	<b>235,708</b>	210,133
Intangible assets	7	<b>302,621</b>	363,142
<b>Total non-current assets</b>		<b>538,329</b>	573,275
<b>Total assets</b>		<b>4,991,546</b>	5,767,349
<b>LIABILITIES</b>			
<b>Current liabilities</b>			
Trade and other payables	8	<b>1,142,351</b>	1,734,722
Loans and borrowings	9	<b>32,472</b>	14,104
Employee benefits	10	<b>495,830</b>	458,111
<b>Total current liabilities</b>		<b>1,670,653</b>	2,206,937
<b>Non-current liabilities</b>			
Loans and borrowings	9	-	32,472
Employee benefits	10	<b>57,507</b>	66,084
<b>Total non-current liabilities</b>		<b>57,507</b>	98,556
<b>Total liabilities</b>		<b>1,728,160</b>	2,305,493
<b>Net assets</b>		<b>3,263,386</b>	3,461,856
<b>EQUITY</b>			
Retained profits		<b>3,263,386</b>	3,461,856
<b>Total equity</b>		<b>3,263,386</b>	3,461,856

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

## Consolidated Statement of Changes in Equity

	30 June 2017	30 June 2016
	\$	\$
Total equity at the beginning of the financial period	3,461,856	3,250,334
Total Comprehensive Income for the period	(198,470)	211,522
Total equity at the end of the financial period	3,263,386	3,461,856

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

## Consolidated Statement of Cash Flows

	Notes	\$	\$
<b>Cash flows from operating activities</b>			
Receipts from customers		11,478,528	13,007,081
Payments to suppliers and employees		(13,522,345)	(14,994,841)
Revenue from Government Grants		1,796,605	1,998,945
Interest paid		(21,438)	(22,195)
Interest received		83,791	114,886
<b>Net cash (outflow) / inflow from operating activities</b>	19	<b>(184,859)</b>	103,876
<b>Cash flows from investing activities</b>			
Payments for property, plant and equipment and intangibles		(215,799)	(214,631)
Receipts from sale of property, plant and equipment and intangibles		18,182	-
<b>Net cash (outflow) from investing activities</b>		<b>(197,617)</b>	(214,631)
<b>Cash flows from financing activities</b>			
Repayment of borrowings		(14,104)	(13,186)
<b>Net cash (outflow) from financing activities</b>		<b>(14,104)</b>	(13,186)
<b>Net (decrease) / increase in cash and cash equivalents</b>		<b>(396,580)</b>	(123,941)
Cash and cash equivalents at the beginning of the financial period		2,858,837	2,982,778
<b>Cash and cash equivalents end of period</b>	4	<b>2,462,257</b>	2,858,837

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 2017 comprise 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 30 June 2017. The comparative figures represent a reporting period of 12 months ending on 30 June 2016.

#### 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 **6 October 2017**.

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 2017. These are outlined in the table that follows:

Reference	Title	Application date of standard	Impact on Golf Australia financial report
AASB 15	Revenue from Contracts with Customers	Annual reporting periods beginning on or after 1 January 2018	Revised contract-based five-step revenue recognition model, which addresses multiple element arrangements and may accelerate or defer revenue recognition. The company has reviewed the potential impact on its consolidated financial statements and assessed that the application of AASB 15 will have no material impact.
AASB 16	Leases	Annual reporting periods beginning on or after 1 January 2019	Removes the classification of leases as either operating leases or finance leases, effectively treating all leases as finance leases and may require leases where Golf Australia is the lessee to bring onto the Balance Sheet, increasing assets and liabilities. The company has reviewed the potential impact on its consolidated financial statements and assessed that that the application of AASB 16 will have no material impact.

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 on a going concern basis 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 2, 111 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 2 – Revenue and note 1(g)
- Note 7 – Intangible assets and note 1(s)
- Note 1(i) – Impairment of assets

#### 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 received annually for the year in advance. Income is recognised in equal monthly instalments as the handicapping services are performed.

*(vi) Contra revenue*

Exchanges of goods or services 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. 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 change to 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:

	<b>2017</b>	<b>2016</b>
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's 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.

	<b>2017</b>	<b>2016</b>
Intangibles (Software / Website)	20%	20% - 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**

	\$	\$
<b>Revenue from continuing operations</b>		
<i>Tournament revenue</i>		
Australian Opens	1,971,194	1,775,666
Other Tournaments	150,263	141,747
GOLF <i>Link</i> revenue (a)	1,083,202	1,061,221
Affiliation Fee revenue	6,061,383	5,726,046
Government Grants	1,970,291	1,854,117
	<b>11,236,333</b>	<b>10,558,797</b>
<i>Other income</i>		
Interest revenue	83,791	114,886
Australian Sports Foundation	949,281	998,777
Sundry revenue	1,129,338	1,246,568
Contra Revenue	473,278	393,278
	<b>2,635,688</b>	<b>2,753,509</b>

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

Golf Australia received \$2.77 (2016: \$2.77) per affiliated member for clubs connected to GOLF *Link* under the contract it has with golf clubs Australia for handicapping services to be performed for the period 1 April 2017 to 31 March 2018. Income relating to the handicapping services performed in the period 1 July 2016 to 30 June 2017 is recognised in the accounts, and the income relating to the period 1 July 2017 to 31 March 2018 is recognised in the Consolidated Statement of Financial Position as income received in advance. For the financial year ended 30 June 2016 and prior financial years, the entire fee collected was recognised as income. The amended revenue recognition policy has been applied to comparative amounts disclosed for the financial year ended 30 June 2016.

Golf Australia contracts out the management of the GOLF *Link* system to GOLF *Link* Partners, and under the terms of the agreement Golf Australia pays \$3.25 (2016: \$2.77) per golfer to GOLF *Link* Partners in monthly instalments. Expenditure relating to the period 1 July 2016 to 30 June 2017 is recognised in the accounts. For the financial year ended 30 June 2016 and prior financial years, the entire fee payable was recognised as an expense. The amended accounting policy has been applied to comparative amounts disclosed for the financial year ended 30 June 2016.

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**3. Expenses**

	30 June 2017 \$	30 June 2016 \$
<b>Profit before income tax includes the following specific expenses:</b>		
<i>Tournament</i>		
Australian Opens	2,325,529	2,336,121
Other Tournaments	300,883	291,113
Total Tournaments	<b>2,626,412</b>	<b>2,627,234</b>
<i>Depreciation and amortisation</i>		
Plant and equipment	85,098	91,635
Motor vehicles	24,966	23,638
Golf <i>Link</i> software and web site	140,681	149,352
Total depreciation and amortisation	<b>250,745</b>	<b>264,625</b>

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

	30 June 2017 \$	30 June 2016 \$
Cash at bank and in hand (a)	67,717	85,008
Deposits at call (b)	992,482	773,662
Short term investments (c)	1,402,058	2,000,167
	<b>2,462,257</b>	<b>2,858,837</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 0.95% 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 1.75% and 3%.

**(d) Interest rate exposure**

Golf Australia's exposure to interest rate risk is discussed in Note 12.

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## 5. Current assets – Trade &amp; other receivables

	30 June 2017	30 June 2016
	\$	\$
Trade receivables	308,549	493,835
Provisions for doubtful receivables	-	-
	<b>308,549</b>	<b>493,835</b>
Other receivables	1,099,600	1,045,799
Prepayments	324,047	580,060
	<b>1,423,647</b>	<b>1,625,859</b>
	<b>1,732,196</b>	<b>2,119,694</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 2017 the ageing of trade receivables is as follows:

	30 June 2017			30 June 2016		
	Trade Receivable	Provision for doubtful debt	Net Receivable	Trade Receivable	Provision for doubtful debt	Net Receivable
	\$	\$	\$	\$	\$	\$
Current	79,329	-	79,329	257,355	-	257,355
15-30 days	58,676	-	58,676	94,864	-	94,864
31-60 days	84,425	-	84,425	-	-	-
60+ days	86,119	-	86,119	141,616	-	141,616
	<b>308,549</b>	<b>-</b>	<b>308,549</b>	<b>493,835</b>	<b>-</b>	<b>493,835</b>

## 6. Non-current assets – Property, plant &amp; equipment

	Cost		Accumulated Depreciation		Written Down Value	
	30 June 2017	30 June 2016	30 June 2017	30 June 2016	30 June 2017	30 June 2016
	\$	\$	\$	\$	\$	\$
Furniture, fittings & equipment	863,857	771,834	(679,155)	(594,057)	184,702	177,777
Motor vehicles	170,287	191,140	(119,281)	(158,784)	51,006	32,356
	<b>1,034,144</b>	<b>962,974</b>	<b>(798,436)</b>	<b>(752,841)</b>	<b>235,708</b>	<b>210,133</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 2017	30 June 2016	30 June 2017	30 June 2016
	\$	\$	\$	\$
Opening net book amount	177,777	146,781	32,356	55,994
Additions	92,023	122,631	43,616	-
Disposals	-	-	-	-
Depreciation charge	(85,098)	(91,635)	(24,966)	(23,638)
Closing net book amount	<b>184,702</b>	<b>177,777</b>	<b>51,006</b>	<b>32,356</b>

## 7. Non-current assets – Intangible assets

	Cost		Accumulated Depreciation		Written Down Value	
	30 June 2017	30 June 2016	30 June 2017	30 June 2016	30 June 2017	30 June 2016
	\$	\$	\$	\$	\$	\$
GOLF Link	1,590,986	1,510,826	(1,288,365)	(1,147,684)	302,621	363,142
Website	130,603	130,603	(130,603)	(130,603)	-	-
	<b>1,721,589</b>	<b>1,641,429</b>	<b>(1,418,968)</b>	<b>(1,278,287)</b>	<b>302,621</b>	<b>363,142</b>

## GOLF Link

	30 June 2017	30 June 2016
	\$	\$
Opening net book amount	363,142	420,494
Additions	80,160	92,000
Disposals	-	-
Amortisation charge	(140,681)	(149,352)
Closing net book amount	302,621	363,142

Amortisation of \$140,681 (2016: \$149,352) is included in depreciation and amortisation expense in the Statement of Comprehensive Income.

## 8. Current liabilities – Trade &amp; other payables

	30 June 2017	30 June 2016
	\$	\$
Trade payables	120,127	122,651
Income in Advance	853,764	1,405,345
Other payables	168,460	206,726
	1,142,351	1,734,722

## (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 2017	30 June 2016
	\$	\$
Finance lease liabilities - Current	32,472	14,104
Finance lease liabilities - Non-current	-	32,472
	32,472	46,576

## 10. Employee benefits

	30 June 2017	30 June 2016
	\$	\$
Long service leave - Current	249,343	188,259
Annual leave - Current	246,487	269,852
	495,830	458,111
Long service leave - Non-current	57,507	66,084

Golf Australia pays the compulsory 9.5% (2016: 9.5%) Superannuation Contribution Guarantee for all employees plus superannuation salary sacrifice where directed to do so by employees. For the year ended 30 June 2017, Golf Australia had paid all obligations to the various superannuation funds totalling \$306,334 (2016: \$254,328).

## 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 finance 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

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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 counterparty, 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 2017	30 June 2016	30 June 2017	30 June 2016	30 June 2017	30 June 2016	30 June 2017	30 June 2016
<b>(i) Financial assets</b>	\$	\$	\$	\$	\$	\$	\$	\$
Cash	67,717	85,008	-	-	-	-	-	-
Short term deposits	992,482	773,662	-	-	-	-	-	-
Short term investments	-	-	1,402,058	2,000,167	-	-	-	-
<b>(ii) Financial liabilities</b>								
Finance lease	-	-	32,472	14,104	-	32,472	-	-

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

#### 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.

30 June 2017	Profit or Loss	
	100bp increase	100bp decrease
	\$	\$
Variable rate instruments	24,623	(24,623)
Cash flow sensitivity	24,623	(24,623)
30 June 2016		
Variable rate instruments	28,588	(28,588)
Cash flow sensitivity	28,588	(28,588)

### (b) Fair values

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

## 13. 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

Peter Castrisos – Remained in office from the AGM, 25 November 2016 until the date of this report.

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

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 start of the financial year until the date of this report.

Peter Ritchie – Remained in office from the start of the financial year until the date of this report.

Michael Sammells – Remained in office from the start of the financial year until the AGM, 25 November 2016.

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  
 John Sutherland – Director of Digital & Media  
 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 2017	30 June 2016
<b>Band 1: &lt;\$100,000</b>		
Number of Executives	-	-
Short Term Employee Benefits	-	-
Other Long Term Benefits	-	-
Post Employment Benefits	-	-
<b>Band 2: \$100,000 - \$400,000</b>		
Number of Executives	7	7
Short Term Employee Benefits	1,403,514	1,321,750
Other Long Term Benefits	35,274	34,947
Post Employment Benefits	111,440	105,030
<b>Band 3: \$400,000+</b>		
Number of Executives	-	-
Short Term Employee Benefits	-	-
Other Long Term Benefits	-	-
Post Employment Benefits	-	-

Post Employment Benefits includes compulsory superannuation contributions and any superannuation salary sacrifice.

**14. Remuneration of auditors**

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

	30 June 2017	30 June 2016
<b>(a) Assurance services</b>	\$	\$
Audit services – KPMG	31,000	30,000
<u>Other assurance services</u>		
Grant acquittals	5,150	5,000
	<b>36,150</b>	<b>35,000</b>

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

Golf Australia has entered into commercial leases on its property located at 2/111 Coventry Street, South Melbourne which will expire in August 2019.

Future minimum rentals payable under non-cancellable operating leases as at 30 June 2017 are as follows:

	30 June 2017	30 June 2016
	\$	\$
Within one year	200,242	8,716
After one year but not more than five years	233,561	-
After more than five years	-	-
Total minimum lease payments	<b>433,803</b>	<b>8,716</b>

**(b) Contingencies**

There were no material contingent liabilities as at 30 June 2017.

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

There have been no items, events or transactions 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.

## 17. Parent Entity Disclosure

	30 June 2017	30 June 2016
	\$	\$
<b>Results of the parent entity</b>		
(Loss)/Profit for the period	(120,427)	323,229
<b>Total comprehensive income for the period</b>	<b>(120,427)</b>	<b>323,229</b>
<b>Financial position of parent entity at year end</b>		
Current Assets	4,767,722	5,468,282
Total Assets	5,306,052	6,041,557
Current Liabilities	1,634,271	2,208,300
Total Liabilities	1,691,779	2,306,857
<b>Total Equity of the parent entity comprising of:</b>		
Retained Earnings	3,614,273	3,734,700

There were no material contingent liabilities or capital commitments in relation to the parent entity as at 30 June 2017.

## 18. Related Party Transactions

## (a) Key management personnel

Disclosure relating to key management personnel is in note 13.

## (b) Transactions with director-related entities

There were no transactions between Golf Australia and director-related entities during the year ended 30 June 2017.

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

	30 June 2017	30 June 2016
	\$	\$
(Loss)/Profit for the period	(198,470)	211,522
Depreciation and amortisation	250,745	264,625
Adjustment for receipt from sale of plant and equipment	(18,182)	-
<b>Change in operating assets and liabilities</b>		
Decrease in trade receivables	185,286	773,297
Decrease/(Increase) in other receivables and assets	202,212	(224,861)
(Increase) in inventories	(43,221)	(57,871)
(Decrease) in trade and other creditors	(592,371)	(947,716)
Increase in employee benefits	29,142	84,880
<b>Net cash flow from operating activities</b>	<b>(184,859)</b>	<b>103,876</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 7 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 2017 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 of the consolidated financial statements, which includes a statement of compliance with International Financial Reporting Standards.

Signed in accordance with a resolution of the directors:



John Hopkins, OAM

Chairman

MELBOURNE, 6 October 2017



## Independent Auditor's Report

To the members of Golf Australia Limited

### Opinion

We have audited the **Financial Report** of Golf Australia Limited (the Company).

In our opinion, the accompanying Financial Report of the Company is in accordance with the *Corporations Act 2001*, including:

- giving a true and fair view of the Group's financial position as at 30 June 2017 and of its financial performance for the year ended on that date; and
- complying with *Australian Accounting Standards* and the *Corporations Regulations 2001*.

The **Financial Report** comprises:

- Consolidated statement of financial position as at 30 June 2017
- Consolidated statement of comprehensive income, Consolidated statement of changes in equity, and Consolidated statement of cash flows for the year then ended
- Notes including a summary of significant accounting policies
- Directors' Declaration.

The Group consists of the Company and the entities it controlled at the year-end or from time to time during the financial year.

### Basis for opinion

We conducted our audit in accordance with *Australian Auditing Standards*. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Our responsibilities under those standards are further described in the *Auditor's responsibilities for the audit of the Financial Report* section of our report.

We are independent of the Group in accordance with the *Corporations Act 2001* and the ethical requirements of the *Accounting Professional and Ethical Standards Board's APES 110 Code of Ethics for Professional Accountants* (the Code) that are relevant to our audit of the Financial Report in Australia. We have fulfilled our other ethical responsibilities in accordance with the Code.

### Other Information

Other Information is financial and non-financial information in Golf Australia Limited's annual reporting which is provided in addition to the Financial Report and the Auditor's Report. The Directors are responsible for the Other Information.

Our opinion on the Financial Report does not cover the Other Information and, accordingly, we do not express an audit opinion or any form of assurance conclusion thereon.

In connection with our audit of the Financial Report, our responsibility is to read the Other



Information. In doing so, we consider whether the Other Information is materially inconsistent with the Financial Report or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

We are required to report if we conclude that there is a material misstatement of this Other Information, and based on the work we have performed on the Other Information that we obtained prior to the date of this Auditor's Report we have nothing to report.

### Responsibilities of the Directors for the Financial Report

The Directors are responsible for:

- preparing the Financial Report that gives a true and fair view in accordance with *Australian Accounting Standards* and the *Corporations Act 2001*
- implementing necessary internal control to enable the preparation of a Financial Report that gives a true and fair view and is free from material misstatement, whether due to fraud or error
- assessing the Group's ability to continue as a going concern. This includes disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless they either intend to liquidate the Group or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the Financial Report

Our objective is:

- to obtain reasonable assurance about whether the Financial Report as a whole is free from material misstatement, whether due to fraud or error; and
- to issue an Auditor's Report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with *Australian Auditing Standards* will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error. They are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this Financial Report.

A further description of our responsibilities for the audit of the Financial Report is located at the Auditing and Assurance Standards Board website at: [http://www.auasb.gov.au/auditors\\_files/ar3.pdf](http://www.auasb.gov.au/auditors_files/ar3.pdf). This description forms part of our Auditor's Report.

KPMG

Darren Scammell  
Partner

Melbourne  
6 October 2017



Burger Hut

X GOLF Simulators & Golf Info

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Official Mer



**GolfAustralia**

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