



One Golf – Golf SA Member Information and Q&A

One Golf – An Outline

The concept of One Golf is to streamline a number of core functions of the national and state golf associations reducing duplication of effort and fragmentation while providing a single platform for development programs and commercial opportunities.

The model being proposed is to use a service agreement. A service agreement is an agreement between an organisation – Golf SA Inc (referred to as the “principal”) and a service entity – Golf Australia (referred to as the “service provider”).

The service provider (Golf Australia) agrees to provide a service to the principal (Golf SA) for a fee (the affiliation fee set & collected by Golf SA annually).

The One Golf Service Agreement will see:

- Current Golf SA Staff employed by Golf Australia but remain based in the South Australian office
- Golf SA Board remain ‘as is’ under the current Golf SA Constitution and the Club, District structure in South Australia to remain ‘as is’ under the current Golf SA Constitution.
- Golf SA Board to continue to set Golf SA affiliation fee. All Golf SA affiliation fees must be spent in South Australia.
- Role of the Golf SA Board change to providing strategic input for the SA ‘operational plan’
- The Golf SA Board will oversee the Key Performance Indicators agreed to between Golf SA (The Principal) and Golf Australia (The Service Provider) are delivered
- All the Golf SA generated affiliation fees to be spent in South Australia against the SA ‘operational plan’
- National programs such as MyGolf, Club Support, SwingFit, Golf Month continue to be run by Golf Australia for Golf SA
- All other functions performed currently by Golf SA Staff will continue to be performed by Golf Australia Staff (essentially ex-Golf SA Staff)

Importantly, the Golf SA Inc Board will still remain in place under the current Golf SA Constitution. The Golf SA structure including Country Districts will also remain as is.

The Golf SA Board’s focus will change to a more strategic function. One of its key tasks will be to monitor the delivery of the KPI of the Service Agreement to Golf SA Clubs and Districts.

Golf SA and Golf Australia will be hold a member information session:

Time 10:00am for 10:30am
Sunday 22nd April 2018
Venue The Grange Golf Club

GSA and GA strongly encourage all member clubs to attend this session to further understand this exciting opportunity to transform the operations of golf in SA and where appropriate raise any questions or concerns.



A Q&A document is attached which addresses specific questions clubs and districts may have. Further, more detailed information on One Golf is also available at www.golf.org.au/one-golf

Golf SA member clubs are invited to provide feedback, raise questions or request further information by contacting any of the following contacts:

Tony Timmins
Golf SA President
timminsgolf@gmail.com
0400 077 774

Chris Luz-Raymond
Golf SA CEO
chris@golfsa.com.au
08 8267 1353

Stephen Pitt
Golf Australia CEO
stephenp@golf.org.au
03 9626 5000

Gerard Kennedy
Golf Australia CFO
gerardk@golf.org.au
03 9626 5058

If the GSA board is satisfied that sufficient support exists to proceed they will execute the services agreement. It is anticipated that the change to the One Golf model would then occur in June 2018.

Regards,

Stephen Pitt
CEO
Golf Australia

Chris Luz-Raymond
CEO
Golf SA



Q: How does this impact Clubs and Districts?

A: There is no change required of clubs or districts who will continue to perform the same functions they currently do including voting for the Golf SA board.

Q: How will clubs and districts be consulted?

A: Golf SA member clubs are invited to provide feedback, raise questions or request further information by contacting any of the following contacts at any time:

Tony Timmins Golf SA President timminsgolf@gmail.com 0400 077 774	Chris Luz-Raymond Golf SA CEO chris@golfsa.com.au 08 8267 1353	Stephen Pitt Golf Australia CEO stephenp@golf.org.au 03 9626 5000	Gerard Kennedy Golf Australia CFO gerardk@golf.org.au 03 9626 5058
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Q: How does One Golf benefit clubs?

A: One Golf will mean better and more consistent delivery of services such as Club Support, Membership, Development & High-Performance Programs. These national programs will continue to be developed and expanded using the best professional resources available across Golf Australia and all the States and then delivered direct to Clubs as part of One Golf. Additionally the cost savings from more efficient administration will be used to fund an additional full time club support resource in South Australia.

The skills and resources of Golf Australia and the other Participating States (not just Golf SA) will be available to be used on any one project. For example:

Development: Allan Telford and Christian Puccini attend national development conferences and provide significant input to the various programs being developed. Both Allan & Christian have been instrumental in developing the MyGolf Program.

High Performance: Adrian Wickstein (New HP Director) will travel to meet his counterparts to gather information/advice on setting out a HP Program for SA.

Q: Will fees go up?

A: Golf SA Inc will remain under its own (current) Constitution and the Golf SA Board will continue to determine fees. The Golf SA Board will set the Golf SA fees as it does now. Golf Australia fees will continue to be set by Golf Australia. The One Golf structure is designed to generate revenues and efficiencies that lessen reliance on affiliation fees.

Q: Are we going to get more or less funding or stay the same?

A: The financial modelling done for One Golf indicates that there will be additional revenue and funding available in due course. This will come from savings in administration costs and commercial sources. In the meantime, the service agreement guarantees that Golf Australia must at a minimum maintain the level of investment currently undertaken by Golf SA. All the Golf SA affiliation fees, SA Government funding and relevant commercial income will be expended in SA. It is anticipated that program funding will increase as the benefits of One Golf are realised.



Q: Will all our local, state & interstate competitions still continue?

A: The current schedule of local, state & interstate competitions will continue. Golf SA Inc may from time to time dictate changes to its competition schedule and structure as it does now.

Q: Is One Golf going to generate more interest in golf and will it bring more people into golf, if so, how?

A: One Golf will allow GA to increase the marketing support to golf and the national programs which will drive more interest in golf and bring more people into the game.

Q: How will the administration structure change?

A: The Golf SA administrative structure will remain essentially the same. The Office and Staff functions will continue as it is now. There will be additional full-time staff (HP Director & Club Support Manager) working from the South Australian office with SA clubs.

Q: Will our state bodies and services disappear like they have in some other organisations?

A: The service agreement method guarantees that Golf SA Inc (the State body) will remain under its current Constitution.

Q: Will Golf SA's structure stand up to the pressure of the One Golf system or will we eventually all be one body?

A: It is fundamental to the success of One Golf that the State body remains and functions effectively to monitor the performance of GA and provide local input into the formulation and delivery of the national strategy.

Q: Does GSA retain control and autonomy and retain committees?

A: Golf SA will continue to retain the authority and responsibility over its committees and the implementation of the decisions reached.

Q: Is One Golf trying to get control of state funds?

A: Under One Golf the various State Associations will retain their existing assets. For Golf SA this means the assets from the sale of the two properties at the time of amalgamation (WGSA & SAGA into Golf SA) will continue to be controlled by Golf SA.

Golf SA is proposing a foundation (similar to those in other States such as WA, Qld, Vic) to manage these assets that will then be reinvested into golf in SA at the discretion of Golf SA.

Q: Quote: "currently we have a duplication of staff around the country". "So effectively we can have the same number of staff, but we'd have them better focused on more appropriate areas where they can have the greatest impact". Why aren't we doing this now?

A: Each state body has to run its own organisation, along with GA running the national organisation, and there is effectively no sharing of resources at the moment.

Q: Why then are Western Australia & New South Wales not supporting this program?

A: Both states have not made public statements about their position and is not appropriate for Golf SA to make representations on their behalf. Golf SA participation will be subject to a minimum of four of six other state bodies signing Services Agreements. Whilst WA and NSW absence does not optimise the benefits of One Golf, we are still of the view there is sufficient benefit to proceed with five of seven state bodies, and progressing these initial five state bodies may then incentivise the remaining state bodies to sign on.

Q: How do District committees fit within the proposed structure?

A: There is no change to the existing District structure from the transition to One Golf.

Q: Does the funding to country golf change?

A: The change will result in the employment of resources such as the Club Support Manager who will work directly on assisting clubs, including country clubs. It is anticipated that the savings and additional revenue from One Golf will lead to more investment/funding of all SA golf however at a minimum the contact guarantees that GA cannot decrease this investment from current levels

Q: How will the change affect club members?

A: There will be no direct impact on club members from the transition to One Golf.

Q: How will One Golf provide better service administration in SA than what we currently have without fee increases or downsizing of staff?

A: By running the operations through one company (GA) a number of administrative functions can be met by GA resources (e.g. IT, human resources, finance), which will increase time available for GSA staff to dedicate to core functions delivering services to clubs and players, along with the benefit of an additional dedicated club support resource.

Q: How will tournaments be run going forward?

A: This will be unchanged and a mix of GSA staff (now employed by GA) and volunteers.

Q: Will state Office of Recreation and Sport (“ORS”) still be involved?

A: Golf SA Inc will still remain as the State Sporting Organisation (SSO) & peak body for golf in South Australia. Golf SA will still be responsible and responsive to the Office for Recreation & Sport (ORS) for and on behalf of its member Clubs. ORS grants, courses and services are still available to Clubs through Golf SA.

Q: Is it realistic to be able to restart Golf SA if GA don't deliver on the Agreement. How will Golf SA enforce KPI's?

A: The service agreement is for an initial term of 5 years. If GA does not achieve the KPI's Golf SA has the option to not extend the agreement for the second 5 year-term. Golf SA also has the right to terminate the agreement in the case of a material breach of contract. In either instance GA is obligated to assist with Golf SA resuming as the operating body. More practically, as a member body of GA, Golf SA has voting rights for the GA Board and an ability to express any dissatisfaction with GA's performance to the board at any time.



Q: What authority does GSA Board have over staff employed by GA?

A: GSA does not have direct authority over the GA staff however under the services agreement Golf SA will have input into the recruitment and performance review of a State Manager.

Q: How do we know country golf is protected?

A: There will continue to be mechanisms such as Country Delegates Forums & District AGM's where country golfers will be able to express views and instigate changes that relate to Country Golf. Representation and lobbying through the Golf SA Board and Committee structure is also an important method of ensuring the needs of all golf stakeholders are met.

Q: Are there any real examples of the benefits of this change?

A: In October 2015 Golf Tasmania undertook a restructure which saw the State CEO and Finance and Administration Officer both replaced by the use of Golf Australia's shared services. This change realised savings in excess of \$145,000 per annum which was in large part used to fund the employment of a Golf Development and Club Support resource.

The combination of having a resource solely dedicated to working directly with Tasmanian clubs and greater utilisation of Golf Australia's resources has allowed Golf Tasmania to:

- Have a Golf Tasmania employee visit every club in person at least once per year. Face to face visits are critical with all clubs to ensure each club is accessing the help and advice that is relevant to their individual situation.
- Grow the take up of national programs:
 - All 10 clubs in Tasmania with a PGA professional run a MyGolf program
 - 38 MyGolf Sporting Schools programs in Tasmania in 2017
 - 68% of Tasmanian clubs participated in 2017 Golf Month (20% in SA)
- Grow the annual State Sport and Recreation funding from \$50,000 to \$55,000.