



**golf wa**  
ANNUAL REPORT



2015



**GOLF WESTERN AUSTRALIA (INC)**

**2015**

**CHAIRMAN**

Max Hannah

**BOARD OF DIRECTORS**

Ian Crockett

Justin Davies

Gemma Felton

Tim Gossage (appointed August 2013 – retired August 2015)

Greg Higham

Jenni Ker

Bruce Larson

**GOLF MANAGEMENT COMMITTEE**

Alison Lang (Chair)

Shonna Gobby

Di Monk

Graeme Mustow

Jonathan Nassim

Damien Todorovic

**CHIEF EXECUTIVE**

Gary Thomas

**AUDITOR**

Harold G Shrigley & Associates

# NOTICE OF MEETING

The 6th Annual General Meeting of Golf Western Australia (Inc) will be held at Royal Perth Golf Club at 7.00 p.m. on Tuesday 8th March, 2016

## AGENDA

1. Apologies

2. Previous Minutes

Confirmation of the minutes of the Annual General Meeting held on 3rd March, 2015

3. Business Arising

4. To receive and if thought fit, adopt the Annual Report and Statement of Accounts for the year ended 31st December 2015.

5. Notice of Motion

### 5.1 Special Resolution 1

That the Delegates consider, and if thought fit, pass the following Resolution:

“The Board of Directors recommends that Mrs Dianne Tomlin be appointed as a Life Member of Golf Western Australia Inc”.

6. Election of three Directors to the Board of Golf Western Australia

7. General Business



Gary Thomas  
Chief Executive  
February 5, 2016

# CHAIRMAN'S REPORT

It is my pleasure to present the Chairman's Report for 2015 which has been another highly successful year for GolfWA.

The review and refurbishment of the Strategic Plan that occurred during 2014 was adopted by the Board as a blueprint to where we would like to be three years from now. In particular, the Board has placed an increased emphasis on club health where a specialist subcommittee has been formed. The subcommittee is chaired by Board member Greg Higham and his report on activities to date is presented later in this report.

It was business as usual for all other elements of our annual programs of game development, tournaments and events, high performance, representative teams and overall governance of the game and GolfWA in general. Full reports on all these matters are also presented later in this report.

## Board of Management

The Annual General Meeting in March resulted in the re-election of Ian Crockett and election of Jenni Ker and Justin Davies, all for two year terms.

Dianne Tomlin retired from the Board after 11 years of service to Women's Golf WA and GolfWA. Not enough can be said about Dianne's contribution to our game during her terms of office. Particular mention is made of her outstanding leadership during the time when GolfWA was being formed through the amalgamation of Women's Golf WA and the WA Golf Association. Her willingness and ability to cut through the layers of difficult negotiation to identify and resolve core issues was amazing. Western Australian golf was most fortunate to have Dianne in her leading role at this point in our history.

Dianne also served as a Delegate to Women's Golf Australia then Golf Australia during her years of involvement. In this very senior capacity she has earned an impeccable reputation as an administrator of the game. She is held in the highest of regard by her peers from all other States and Territories.

Greg Norrish retired from the Board after 6 years of service to the WA Golf Association and GolfWA. He brought to the Board a wealth of management experience at club and district level spanning more than thirty years. His practical,

no nonsense approach has been appreciated by all who have served with him.

In particular, we thank Greg for his role as Chairman of the WA Open Committee over a number of years during which the status of the event was raised to Tier 2 on the Australian PGA Tour. This outcome was all the more meritorious when a number of other States were unable to conduct a State Open event at all.

Tim Gossage completed his two year term as an Appointed Director however Tim will remain involved in a media consulting capacity to the Board. It is fair to say that Tim's presence behind the scenes has helped to gain increased media exposure of the game in recent years.

We convey our very best wishes to Dianne, Greg and Tim for their retirement and the future.

Our Chief Executive Gary Thomas continues to provide outstanding service and support to the Board and leadership to our staff during 2015. His full report is presented later in this report and outlines the highly professional work being done by the staff of GolfWA.



Royal Fremantle Golf Club

# CHAIRMAN'S REPORT

## Golf Management Committee

There is a full report by Chair Alison Lang on the role and activities of the GMC later in this report.

In conjunction with Clayton Bell (Golf Operations Manager) and other GolfWA staff, this group of talented and dedicated volunteers has presented and managed our program of golf related activities in first class fashion.

Our member clubs are to be thanked for their annual nominations of suitably qualified and experienced personnel to form the GMC and its subcommittees. We also record appreciation to all clubs for making facilities available for the conduct of GolfWA events.

## Marketing

Those of you who are involved in governance at a club or district level will know how difficult it is at the present time to attract financial support from the corporate sector. Competition for the corporate dollar has never been as keen, particularly since the wind back of the mining construction boom.

Notwithstanding this, GolfWA is making steady progress each year and I can report that including the WA Open some \$187,000 was contributed to our game by the corporate sector during 2015. A pleasing result and we acknowledge both our Marketing and WA Open Committees for their ongoing enthusiasm and efforts.

We look forward to further progress in this area during 2016.

## Honours Committee

Kay Lane and Brian O'Meara again provided valuable service to GolfWA through their tireless work on this committee. Their research and statistical analysis of players' performances and service by volunteers ensured that golf was successfully represented in all major awards throughout the year.

## Young Members' Panel

Justin Davies replaced Gemma Felton as Chairman of this panel which brings together a group of younger members nominated by their clubs. Their role is to research factors that inhibit younger people from taking up the game and joining golf clubs and ways that golf as a recreational pursuit can become more attractive to this particular sector of society.

It is a topical and complex matter and we wish Justin and the panel well in their endeavours.

## Western Australian Golf Foundation

The work of the WAGF continued in a significant way during 2015.

Firstly, a big thank you to all the clubs and individual members who participated in the Will You Chip In program to make the work of the foundation possible. Appreciation also to the Western Australian Golf Club for hosting the annual WAGF Golf Day which was again a huge success.

The Board of Trustees for 2015 was Ian Crockett (Chairman) and Jenni Ker (from GolfWA), Josh Madden and Mark Tibbles (from the PGA), Andrew Embley (appointed) and Gary Thomas. In the second half of the year Nicole Martino replaced



Min Woo Lee & Hayley Bettencourt - 2015 WA Amateur Champions

# CHAIRMAN'S REPORT

Mark Tibbles as a PGA Trustee

More details on the fund raising and game development programs supported by the WAGF during the year is presented later in this report.

It is particularly pleasing to note the innovative variety of programs being supported each year. This is a credit to the drive and enthusiasm of the PGA professionals and volunteers working at grass roots level to promote the game. It is also further proof there is no "one size fits all" approach to how our game should be packaged and presented at the beginner and development levels. Congratulations to all concerned.

## Western Australian Open

The Nexus Risk TSA Group WA Open was hosted by Royal Fremantle Golf Club in 2015 and was another major success. The presentation of the golf course and hospitality of Royal Fremantle was a credit to all concerned, particularly the volunteers who turned up in great number and as always did a fantastic job.

Even without the staging of the Perth International around our Open the quality of the field was strong, supported as usual by many of our local players returning home from their international tours.

As previously mentioned the level of corporate support received from a loyal group of sponsors ensured the viability of the event. We were extremely pleased that TSA Group took up the co-naming rights status vacated by John Hughes after six years of tremendous support. Nexus Risk Services was again a co-naming rights sponsor for the seventh year, a huge level of support. On behalf of all involved we convey sincere



Daniel Fox with Nexus Risk Services MD Mark Patterson and TSA Group CEO Luke Kenny

appreciation to the two co-naming rights sponsors, along with the many support sponsors and donors.

This year's champion was WA's Daniel Fox who won by 3 shots from Cottesloe Golf Club amateur Curtis Luck. As a result, Curtis was also the leading amateur and winner of the Terry Gale Cup.

Appreciation is extended to Greg Higham as Chairman of the WA Open Committee and his enthusiastic group of committee members for a job very well done.

The Nexus Risk TSA Group WA Open will be hosted by The Western Australian Golf Club in the last week of April in 2016 as part of the traditional PGA circuit in Western Australia. This scheduling poses the difficulty of two WA Opens played in the same financial year. However Nexus Risk Services and TSA Group have already committed their support again and we are confident that many of our 2015 sponsors will rally to the cause.

## Golf Australia

Clubs and districts will be aware of the proposal by Golf Australia to restructure the way golf is governed in Australia, changing from the existing Federated Model structure to a Unitary Model structure.

At present under the federated model each State and Territory operates independently to manage their financial and operational affairs. Under the unitary model (called OneGolf by Golf Australia) financial and operational control will be managed centrally by Golf Australia as one 'multi-State' entity from its office in Melbourne. The role of State boards will then become non-operational, while retaining the responsibility to elect the Golf Australia board and acting in an advisory capacity on State matters. All staff will be employed by Golf Australia.

The restructure of sport governance in this way is being promoted by the Australian Sports Commission. This has convinced Golf Australia that OneGolf will benefit the game

# CHAIRMAN'S REPORT

through increased funding from a national program of corporate sponsorship and reduced overheads. The Board of GolfWA is not convinced that OneGolf will provide our clubs, districts, individual players or the game in general with the benefits that are being suggested by Golf Australia. In fact we are concerned that adopting OneGolf could be detrimental to the game in Western Australia through the loss of local decision-making and commitment, and potential loss or reduction of State Government and Healthway funding, loss of local sponsorships and reduced levels of volunteering and participation in the game.

The Board of GolfWA is not alone in its views on the unitary model. Similar views are shared by almost all other sporting codes in Western Australia. Forums on the unitary model conducted in late 2015 by

the WA Sports Federation and the Department of Sport & Recreation were extremely well attended by sporting codes and community service organisations, all concerned that centralisation of management to Melbourne, Sydney or Canberra would be detrimental to sport and community service in Western Australia and other smaller States.

Adoption of OneGolf will require amendment to the constitutions of both Golf Australia and GolfWA. As advised at the delegates meeting in September 2015, the Board of GolfWA will only propose amendments to its constitution if and when we are thoroughly convinced beyond any doubt that golf in Western Australia will benefit from any change to the existing governance structure.

## Vale

It is my very sad duty to record the passing during 2015 of two stalwarts of golf in Western Australia – Sue Goundry and Ray Turner A.M.

Sue was a long term employee of Women's Golf WA and GolfWA and was widely known for her promotion and enthusiasm for the game at all levels. It was amazing to read the glowing tributes to her from clubs and districts throughout the State.

It could be said of Ray that he achieved everything possible during his lifetime of commitment to the administration of golf. A Life Member of Royal Perth Golf Club and GolfWA he was also a long time member of the Executive Committee of the Australian Golf Union where he was President in 2006.

The entire Western Australian golf fraternity convey best wishes to the families and friends of Sue and Ray for their sad loss.

## Volunteers & Staff

To conclude this report I convey a vote of appreciation to my colleagues on the Board of GolfWA, members of the Golf Management Committee, members of the various subcommittees, and every member of staff, for their ongoing dedication and professionalism. 2015 was another year of hard work and achievement for GolfWA.

We trust the involvement of all volunteers and staff members has been satisfying and that you look forward to being involved with GolfWA for many years to come.



I M (Max) Hannah  
Chairman



Staff Member Billie May running a SwingFit Clinic

# GOLF MANAGEMENT COMMITTEE REPORT

The Golf Management Committee (GMC) met formally 6 times and endorsed recommendations by email throughout 2015. The Committee members, nominated and endorsed by the Board at the end of 2014, were Alison Lang (Chair), Graeme (Lofty) Mustow, Ross Kirby, Dianne Monk, Jonathan Nassim and Shonna Gobby with Max Hannah from the GolfWA Board attending. During the year Ross Kirby resigned and in September the vacancy was ably filled by Damien Todorovic.

In addition to meeting attendance, GMC members have willingly represented GolfWA at numerous trophy presentations and functions, invitational golf tournaments – with mixed success, Captain’s and Delegate meetings and as rules officials.

Members of the GMC come from Mt Lawley, Royal Perth, Mandurah, Rockingham and Hamersley Golf Clubs with two members previously from country clubs. The collective talents and enthusiasm of the GMC complement and support the GolfWA staff in promoting golfing events, programs and providing

technical support for clubs, districts and individuals.

During the year the GMC has researched options for Pennant flags which resulted in winning clubs being presented with a framed pennant flag together with a list of successful player’s names. The Committee has endorsed representative teams and appointed State Team Managers, dealt with course ratings issues, raised WA’s concerns and provided support to Golf Australia, selected courses for GolfWA events, made decisions regarding Pennants and other disputes and monitored feedback particularly regarding cart and junior caddy policies.

A major undertaking of the GMC was the consultation with Metropolitan Clubs to make changes to the format and timing of the Pennant Competitions conducted by GolfWA. Clubs were first asked for feedback in 2014 and after several drafts and meetings the regulations are ready in time for the 2016 season. Particular thanks to Graeme Mustow and Clayton Bell for their hard work in managing this project.

In 2016 the focus will shift to various groups that manage their own pennant competition to learn more about their programs and ascertain if GolfWA support would be beneficial and/or wanted.

During the year the GMC decided, due to reducing participant numbers and clashes with other events, to remove the Hastings Reid Cup from the calendar. Instead the Cup will be awarded at the GolfWA Annual Golf Day and Dinner as from 2016. Also due to reducing participation rates along with other concerns, the Senior’s Cup and GolfWA Silver/Bronze event have been removed from the 2016 calendar. The challenge for 2016 will be to maximise participation in existing GolfWA events and explore options for events that promote the game of golf to a wider audience.

Members of the GMC are allocated a portfolio depending on their skillset, experience and expertise. The areas of responsibility for the GMC include Handicapping & Course Rating, High Performance, Rules & Amateur Status, Events & Tournaments and Game Development.



Lake Karrinyup Country Club - 2015 Women's Pennant Champions

# GOLF MANAGEMENT COMMITTEE REPORT

## High Performance Subcommittee

*Chaired by Shonna Gobby*

The Subcommittee consisted of Shonna, Anna Polley and Barry Price, with input from other state selectors and coaches and met on a needs basis. This committee's recommendations for the appointment State Coaches and selection of representative players and teams are passed onto the GMC and Board for endorsement.

In addition to the coaching, interstate tournament opportunities, physio and strength and conditioning sessions, state team members participated in seminars relating to Culture and Emotional Intelligence all aimed at improving overall player and team performance.

As a result of these programs, team results from the respective 2015 Interstate Series were as follows:-

- Boys - 2nd
- Women – 2nd
- Girls - 4th
- Men - 4th

Some better performing individual player highlights follow:-

### Hannah Green

- Runner- up to Lydia Ko in the New Zealand Open
- Tied 3rd at US Amateur Stroke Play
- Winner – Ivie Temperley Consistency Award

### Hira Naveed

- Winner of Dunes Medal (Vic)

### Hayley Bettencourt

- WA Women's Amateur champion
- Turned professional in December 2015

### Jarryd Felton

- Runner- up at Southern Cross Invitational (South America)
- Tied 6th at Southern Amateur (US)
- Winner – Paxton Averages
- Turned professional in October 2015 and Winner of NSW PGA in his fifth professional event

### Curtis Luck

- Runner- up at Nexus Risk TSA Group WA Open and Leading Amateur
- Tied 28th at UNIQLO Australian Masters
- One Top 3 and Two Top-20 finishes in US Summer Tournaments

### Min Woo Lee

- Winner of Aaron Baddeley International Championship (US)
- WA Men's Amateur Champion
- Joint Low Amateur of Spirit International (US)



Hannah Green - 2015 NZ Open Runner-up and Low Amateur



Curtis Luck - 2015 WA Open Runner-up and Low Amateur

# GOLF MANAGEMENT COMMITTEE REPORT

## Handicapping & Course Rating

### *Di Monk*

No formal subcommittee meetings were required; however, Di Monk worked closely with Clayton Bell and Golf Australia staff in this area. Under instructions from Golf Australia the proposed re-rating roster was suspended based on the view that course anomalies would be identified from GolfLink data. Consequently only a small number of clubs were physically rated this year due to the introduction of a shorter set of tees for junior and beginner play.

Changes to the handicapping system continue to be monitored and several members of GolfWA's course rating team attended the annual course rating audit conducted by Golf Australia.

## Rules and Amateur Status

### *Jonathan Nassim*

One subcommittee meeting was held towards the end of 2015 to discuss the changes to the 2016-19 Rules of Golf and Amateur Status. Throughout the year Jonathan Nassim worked closely with Clayton Bell to conduct State and Club accreditation and informal rules seminars with a total of 195 participants. One seminar was conducted online.

During the year Jonathan Nassim became a Nationally Accredited Rules official and 7 participants passed their State Level Accreditation. It is an aim of the GMC to encourage clubs to ensure at least one member successfully undertakes State Rules Accreditation. Expressions of Interest to attend a seminar are currently open on the GolfWA Website.

## Events & Tournaments

### *Graeme Mustow*

No formal subcommittee meetings were required; however, Graeme Mustow liaised with GolfWA staff, Clayton Bell and Danielle Crane, to ensure that all events and tournaments conducted by GolfWA made best use of the resources available and maximised participation.

The following is a list of major tournaments conducted by GolfWA throughout 2015 showing the results of each event. All of these tournaments were hosted by Affiliated Clubs and their continued support is appreciated.

TOURNAMENT	VENUE	WINNERS	RUNNER-UPS
<b>WA Open</b>	Royal Fremantle	Daniel Fox	Curtis Luck (AM)
<b>WA Women's Amateur</b>	Hartfield	Hayley Bettencourt	Hannah Green
<b>WA Women's Amateur Medal</b>	Hartfield	Hayley Bettencourt	Hannah Green
<b>WA Men's Amateur</b>	Hartfield	Min Woo Lee	Kiran Day
<b>WA Men's Amateur Medal</b>	Hartfield	Curtis Luck	Min Woo Lee
<b>WA Women's 72 Hole Strokeplay</b>	Lake Karrinyup	Elizabeth Elmassian (NSW)	Hannah Green
<b>Ivie Temperley Consistency</b>	N/A	Hannah Green	Hayley Bettencourt
<b>Paxton Averages</b>	N/A	Jarryd Felton	Kiran Day
<b>WA Girls' Amateur</b>	Lakelands	Kathryn Norris	Hira Naveed
<b>WA Boys' Amateur</b>	Lakelands	Fred Lee	Min Woo Lee
<b>WA Women's Seniors Cup</b>	Kwinana	Yvette Barron	Karen Holdsworth
<b>WA Men's Senior Amateur</b>	Royal Fremantle	Martin Minogue	Barry Tippett (VIC)
<b>WA Women's Senior Amateur</b>	Royal Fremantle	Josie Ryan (QLD)	Kathy McGregor
<b>WA Women's Amateur Foursomes</b>	The Vines	Rachita Vasandani Hira Naveed	Claudia Pisano Nola Hackman
<b>WA Men's Open Foursomes</b>	The Vines	Jason Chellew Braden Becker	Liam Purslowe Tendai Tutsai
<b>WA Men's Amateur Foursomes</b>	The Vines	Liam Purslowe Tendai Tutsai	Ben Ferguson Haydn Barron
<b>Women's Regional Seniors</b>	Pinjarra	Elizabeth Ballington	Dot Thomson
<b>Women's Provincial</b>	Dandaragan	Mardi Dungey	Nola Chattaway
<b>WA State Sand Greens</b>	Northam	Daniel Negus	Gillam Jones
<b>Men's Country Foursomes</b>	The Vines	Danny Ennor Greg Golinski	Adam Davey Shaye Trezise
<b>Men's Country Champion</b>	Mount Lawley	Craig Reynolds	Danny Ennor
<b>Women's Country Week Bronze</b>	Melville Glades & Hartfield	Diane Hudson	Chris Matson
<b>Women's Country Week Silver</b>	Melville Glades & Hartfield	Marion Nelson	Sue Skirrow

# GOLF MANAGEMENT COMMITTEE REPORT

## Game Development

*Ross Kirby then*

*Damien Todorovic*

There is no subcommittee in this area. Ross Kirby and Damien Todorovic met with GolfWA staff on a needs basis. MyGolf, Australia's national junior golf introductory program, was conducted in 85 schools in metropolitan and regional areas, resulting in 6210 school children participating. GolfWA undertook 4 regional trips, conducted 16 MyGolf tour events which attracted over 800 young golfers and accredited an additional 28 Community Coaches.

Given the impending introduction of Golf Australia's Swingfit Program for ladies, it was resolved that we would not directly conduct the Ladies Learning Golf Program in 2015. However it was pleasing that 4 clubs continued with this under their own administration. In terms of Swingfit, "pilot" programs have been conducted throughout the country including Bunbury and Carramar in WA. Golf Australia's Golf Month was conducted in October with considerably improved numbers on 2014.

Thank you to Gary Thomas, Clayton Bell, Max Hannah, fellow GMC colleagues and GolfWA staff for their valued support, input and counsel throughout the year. It has been a pleasure to be a member of the Golf Management Committee.



Alison Lang  
Chair  
Golf Management Committee



Smarter than Smoking MyGolf in Schools

# CLUB HEALTH



Dandaragan Golf Club

During GolfWA's Strategic Plan review in 2014, and in conjunction with the excellent work being done by Golf Australia to build a Club Support Portal, the Board considered the general "health" of our member Clubs and Districts. We were aware of significant data from within Australia and abroad that was indicating clear negative trends for Golf in general and were keen to assess how this translated to our own members. As a consequence, our revised Strategic Plan acknowledged Club Health as a key issue for the Board's attention, becoming one of our 4 Critical Drivers, and it was resolved that the guiding objective of the Club Health initiative would be "To maintain a network of thriving and sustainable Clubs by supporting their planning for a sustainable future".

Consequently the Board established the "Club Health Advisory Panel" comprising 6 members, being Jenni Ker (GolfWA Board member and former Ladies' Captain at Cottesloe Golf Club), Ernie Kay (Board member of both the South West Development Commission

and the South West Academy of Sport and a former Board member at the Busselton Golf Club), Geoff Anderson (Past General Committee member and current Chairman of the Finance Committee at Lake Karrinyup Country Club), Greg Higham (Chair, GolfWA Board member and immediate Past President at Royal Perth Golf Club), Brad Dawson (General Manager, Royal Perth Golf Club) and the GolfWA CEO Gary Thomas.

The Advisory Panel considered a number of strategies for the gathering of information to enable a preliminary assessment of the health of our Member Clubs and Associations. The Board agreed to the Panel's plan to undertake a series of Regional road trips to meet with our Member clubs face-to-face and our Members were requested to complete the Golf Australia Club Health check in advance as a starting point for discussion. This Health Check includes questions related to membership strategies and retention, financial strength, level of strategic planning, Board / Management structure and

governance, regulatory compliance and risk management. Each of these issues is considered to be a factor affecting the "health" of a Club.

In 2015, the Panel visited the Blackwood, Great Southern, Mid West, and Wheatbelt districts and met for 2 to 3 hours with the Committees of 21 Clubs. The feedback to GolfWA from these visits was most enlightening and extremely valuable to our greater understanding of issues surrounding Club Health.

The panel identified many common issues amongst our members which are likely to affect their potential to succeed or otherwise. On the positive side, we found that:

- Club Committees were generally found to be strong, albeit quite large. We did note that the lady committee members throughout were exceptionally strong and often the key drivers.
- Clubs manage to achieve significant outcomes on very small budgets, through extraordinary member engagement
- Most of the Member Clubs we visited can be considered to be financially healthy, in varying degrees
- Club Open Events represent a crucial source of income. Most Clubs run these events very successfully.
- A number of Clubs have taken advantage of the significant services on offer from the local Club Development Officer (employed by the Local Authority and funded by the Department of Sport and Recreation)

# CLUB HEALTH

On the other side of the ledger, common issues that were identified as likely to hinder development included:

- Aging Membership and declining population
- Lack of development programs to recruit new and retain existing members
- Difficulty recruiting new people onto Committee and in recruiting volunteers generally
- Lack of Strategic vision and planning
- Lack of rigorous budgeting and financial management processes.
- Lack of separation between Constitution and By-Laws
- Limited Communication strategies
- Clubs are regularly not taking advantage of their capacity to generate and exploit available database sources

- Lack of awareness of what services and resources are available from affiliation with GolfWA and also of the grants and other assistance that is available through DSR, Local Govt and WA Golf Foundation.

GolfWA intends to continue with our visits to our regional Members in 2016 to further increase the breadth of understanding of the issues our Members face. Ultimately we believe this will enable us to deliver even better services to our Members, to ensure their long term viability in our industry. Our plans in 2016 include:

- Continuing to liaise with those clubs visited in 2015
- Prepare a generic Action List of key points we believe Members should ideally have in place
- Expand the Advisory Panel to enable us to visit at least

another 20 Regional Members as well as some Metropolitan Clubs

- Develop and implement a Buddy System

In summary, there is no doubt that the first year of the Club Health program was very successful and we look forward to developing it further in coming years.



Greg Higham  
Chair  
Club Health Advisory Panel



Participants from Drummond Golf Country Week, the Aglime State Sand Green Championship and the Regional Seniors

# CHIEF EXECUTIVE REPORT

## Finance

I am pleased to advise that GolfWA returned a sound result again in 2015 with a surplus of \$103,570 prior to distribution of rental income to the Labouchere Road premises. After distribution of net rental and interest on the Reserve Fund, the surplus was \$66,115 (note 7). The Labouchere Road Reserve Fund now shows a balance of \$114,460 (note 8).

In relation to the financial statements and accompanying notes for 2015, following are the major factors to be noted:-

## Balance Sheet

Our total Current Assets increased by \$201,366 with the major variances being an increase in Cash Assets of \$164,438 (note 2) and Prepayments & Deposits of \$53,882 (note 3). Most of this latter variation is deposits for the Annual Golf Industry Dinner and Golf Australia Affiliation Fees for 2015/16 paid in advance.

Fixed Assets reduced by depreciation with the only capital expenditure being on Computers & Equipment, which was minimal.

Income Received in Advance increased by \$17,674 mainly due to Golf Australia Affiliation Fees.

## Income

Affiliation Fee Income in 2015 showed an increase of 2.6% with the amount received of \$810,686 being on budget as was the Golf Australia Affiliation amount of \$465,192.

There was an 8.8% reduction on Event Income compared to 2014 with the most notable being in Game Development entry fees (note 9) due to no Ladies Learning Golf programs being held in 2015. The WA Open produced a better result than 2014 and also better than budgeted, due to an increase in sponsorship of \$14,500 and only marginal increases in expenditures.

Funding and Grants were similar to 2014 through continued support from DSR, Healthway and Golf Australia. We were very grateful to receive an additional grant of \$17,000 from DSR for the Club Health program. I am also pleased to say that DSR has approved a further grant in 2016 of \$15,000 for the continuation of this project. Unfortunately, our corporate sponsorship decreased by \$18,700 (note 11).

## Expenditure

When comparing 2015 to 2014 actuals, the most significant changes were:-

- An increase in Golf Australia Affiliation Fee Expense (as there was in GA Affiliation Fee Income);
- Savings across the Board in Travel, Accommodation, Meals and Allowances (note 13), and in the area of Game Development (note 14), particularly coaching, as a result of the Ladies Learning Golf Program not proceeding (as stated in Income). There were further savings due to changes in the way Golf Australia's Community Coaching Program is now delivered and slightly less regional programs conducted than anticipated due to a staff resignation (see note below re Employment). These programmes will be conducted in 2016.
- Employment costs increased (note 16) due to being at full staffing strength for much of the year up until Matt Espie's resignation in October. This did however mean we were under budget for the year.

## Sponsorship

As has been acknowledged by the Chairman, securing corporate support is difficult at the present time and our Marketing Committee is working diligently to be in a position to best present the benefits of being a partner of GolfWA in 2016. Despite the decrease in our corporate sponsorship, we were able to retain all of our major sponsors and it is important that we acknowledge them, as well as our new sponsors, for their support:-

- The Department of Sport and Recreation for their continued significant support both financially of our programs and through a range of other resources throughout the state. DSR have retained their level of support for our annual funding and for the WA Open and in 2015 provided additional financial support for our Club Health Program.
- Healthway for their continued support of the Growing Junior Golf Program, specifically being MYGolf In Schools presented by Smarter than Smoking, the Smarter than Smoking MYGolf Tour and the Smarter than Smoking Junior Stroke Averages.
- Bowra & O'Dea for their ongoing support of the 72 Hole Women's Classic at Lake Karrinyup as well as their support of the WA Open and the WA Golf Industry Dinner.
- Srixon and Drummond Golf who both supported a range of major GolfWA events through the provision of golfing product as prizes. Both of these

# CHIEF EXECUTIVE REPORT

companies had been with WAGA and Women's Golf before continuing to support GolfWA and we thank them for that long term support.

- This year we welcomed a new sponsor of the State Sand Greens Championship in Aglime of Australia. Aglime have signed a 3 year partnership with us and we look forward to that relationship over the next 2 years.
- Travel Tree for their continued sponsorship of their Women's Challenge event
- As has been acknowledged in the Chairman's report, we very appreciative of Nexus Risk Services and TSA Group's support as Co-Naming Rights Sponsors of the WA Open.

- Our Major Supporting Partners of the WA Open being DSR, HostPlus, and for the first time this year Jacobsen, who have agreed to support this event for 4 years, and Qantas Golf Club.
- The Supporting Partners of the WA Open not previously mentioned:- Carbon Footie, CGU Insurance, Golf Box, Nexus Life, MiClub and Frogmat Environmental, our 5 host clubs Cottesloe, Mt Lawley, Royal Fremantle, Royal Perth and The Western Australian Golf Clubs as well as our contra sponsors SportFM and Natsales.



Aglime of Australia showing their support at the 2015 State Sand Greens Championship

## Membership

On the next page is a table showing the number of members of Clubs affiliated with GolfWA in 2015 with a comparison to the two previous years. The table also shows the number of Affiliated Clubs.

For the first time since the formation of GolfWA in 2011, total playing membership of our affiliated clubs reduced, albeit by 0.4%. A summary of the changes are as follows:-

- a) Metropolitan membership numbers decreased by 1.6%; Suburban by 2.2% and Country by 2.8% whilst Public club membership increased by 9%, due to 14 new Public Clubs affiliating with GolfWA in 2015. There was a reduction of 3 country clubs, who didn't affiliate due to lack of membership numbers.

- b) Total Male Membership increased by 0.15% however only Public Club males showed an increase in absolute numbers, which equated to 10.7%
- c) Total Female Membership decreased by 2.4%. Whilst Suburban and Public absolute numbers increased, there were decreases in Metropolitan and Country Club female numbers, which in percentage terms were 2.9% and 4.5% respectively.

# CHIEF EXECUTIVE REPORT

## Number of Clubs

	METROPOLITAN	SUBURBAN	COUNTRY	PUBLIC	TOTAL
2013	23	1	169	99	292
2014	23	1	171	104	299
2015	23	1	168	118	310

## Membership Numbers

2013 Male	12,964	153	8,893	3,635	25,645
2013 Female	3,181	19	2,787	1,141	7,128
2013 Total	16,145	172	11,680	4,776	32,773

2014 Male	13,324	157	8,830	3,958	26,269
2014 Female	3,227	22	2,851	1,202	7,302
2014 Total	16,551	179	11,681	5,160	33,571

2015 Male	13,150	146	8,631	4,382	26,309
2015 Female	3,132	29	2,724	1,245	7,130
2015 Total	16,282	175	11,355	5,627	33,439

## Strategic Plan

GolfWA's strategic plan continues to be the driver of our organisation and again many of the objectives set for 2015 were achieved. Much of the new focus in 2015 was on establishing the Club Health program and this has been covered in earlier parts of this report. Outside of Club Health, the other major focus' were on delivering the various game services highlighted in the GMC report, again at a very successful level, whilst work has commenced on improving our database for both commercial and promotional benefits. The one major area that we did not have the success in that we had targeted, was increasing our commercial sponsorship dollars and this will be an area that we will need to discuss at length as to how to best achieve growth in this sector.

## Western Australian Golf Foundation

Whilst the WAGF is a Trust jointly established by GolfWA and the PGA and its operations are only funded by the Foundation and thus do not form part of GolfWA's financials, given the level of support of the WAGF by clubs, it is appropriate that a brief review be given of 2015, as we did for 2014.

In 2015 a further 15 programs had funding applications approved, bringing the total number of approved funded programs to 41 since the Foundation's inception. These 41 programs have been allocated a total of \$200,017 in funding to support development programs aimed at introducing new players to the game, be it in schools or at clubs.

There have been some great success stories, such as:

- The women's program at Tambellup Golf Club that saw their female membership double in 2015 with quite a few more involved in their beginner program; Similar coaching programs are being conducted with success in other towns in the Lower Great Southern
- The fantastic "First Swing" program being conducted by Mark Tibbles at The Vines, giving people with

# CHIEF EXECUTIVE REPORT

disabilities the opportunity to play golf. Over 40 children have been through this program in 2014 and 2015 and 3 have now become members of The Vines

- Kwinana Golf Club's First Tee Program which is the first of its kind to be established in Australia and after just one year, 98 juniors are enrolled in the program, which does not just focus on golf but also on life values

Since its inception the Foundation has raised nearly \$400K and for this we are greatly indebted to the clubs and golfers who supported the Will You Chip In program during the year as well as those who have donated in other ways.

Appreciation is also extended to those who supported the WAGF Golf Day and to The Western Australian Golf Club for being the host venue for the 3rd consecutive year.

As a result of the funds that the Foundation has now

raised, the Trustees are looking to expand our resources to further assist clubs and schools with their programs in 2016.

## Acknowledgements

I wish to re-iterate the Chairman's comments in thanking our affiliated clubs for fully supporting and promoting the range of events conducted by GolfWA. In particular a special thank you to those clubs that hosted GolfWA events in 2015. Excluding pennants, 32 GolfWA events were conducted throughout the state, so we do appreciate you giving up your courses for these events.

To the Board of GolfWA, the Golf Management Committee and the various sub-committees, I thank you for your considerable commitment throughout the year. I also thank the Trustees of the WA Golf Foundation for the same.

The wonderful work undertaken by our golfing staff of Clayton Bell, Danielle Crane, Matt Espie (who finished his employment in October 2015), Matthew Nelson and Billie May has quite rightly been recognised in this report under the Golf Management Committee section. I would also like to acknowledge the outstanding work carried out by our Administration staff of Tom Fee (Marketing and everything IT), Sarah Bennett (Administration) and Lorraine Price (Accounts) during the year.

As a group, the staff of GolfWA's passion for the betterment of the game is extraordinary and I thank them again for their tremendous contribution in 2015.



Gary Thomas  
Chief Executive



The First Tee Program at Kwinana Golf Club

# STATEMENT BY DIRECTORS OF THE BOARD

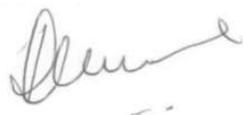
The Board has determined that the Club is not a reporting entity.

The Board has determined that this special purpose financial report should be prepared in accordance with the accounting policies outlined in Note 1 to the financial statements.

In the opinion of the Board the financial report as set out on pages 20 - 24:

1. Presents fairly the financial position of Golf Western Australia (Inc) as at December 31, 2015 and its performance for the year on that date.
2. At the date of this statement, there are reasonable grounds to believe that Golf Western Australia (Inc) will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the Board and is signed for and on behalf of the Board by:-



I M (Max) Hannah  
Chairman



Gary Thomas  
Chief Executive

Dated at South Perth this 5th day of February, 2016

# INDEPENDENT AUDIT REPORT TO MEMBERS

## Report on the Financial Report

I have audited the accompanying financial report, being a special purpose financial report, of Golf Western Australia (Inc) which comprises the Balance Sheet, Statement of Income and Expenditure, Accompanying Notes to the Financial Statements and Statement by Directors of the Board for Golf Western Australia (Inc) for the year ended 31st December, 2015.

## Board's Responsibility for the Financial Report

The Board is responsible for the preparation and true and fair presentation of the financial report and have determined that the accounting policies used and described in Note 1 to the financial statements which form part of the financial report are consistent with the financial reporting requirements of the Constitution and the Associations Incorporations Act WA 1987 and are appropriate to meet the needs of the Members.

The Board's responsibilities also include designing, implementing and maintaining internal control relevant to the preparation and fair presentation of the financial report that is free from material misstatement whether due to fraud or error, selecting and applying appropriate accounting policies and making accounting estimates that are reasonable in the circumstances.

## Auditor's Responsibility

My responsibility is to express an opinion on the financial report based on my audit. No opinion is expressed as to whether the accounting policies used, as described in Note 1, are appropriate to meet the needs of the Members. My audit was conducted in accordance with Australian Auditing Standards. These Auditing Standards require that I comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial report. The procedures selected depend on the auditor's judgment, including assessments of the risks of material misstatement of the financial report, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by the Board, as well as evaluating the overall presentation of the financial report.

The financial report has been prepared for distribution to Members for the purpose of fulfilling the Board's financial reporting obligations under the Constitution and the Associations Incorporation Act 1987. I disclaim any responsibility for any reliance on this report or on the financial report to which it relates to any other person other than the Members, or for any other purpose other than for which it was prepared.

I believe that the audit evidence that I have obtained is sufficient and appropriate to provide a basis for my opinion.

# INDEPENDENT AUDIT REPORT TO MEMBERS

## **Basis of Accounting**

Without modifying my opinion I draw attention to Note 1 of the financial report which describes the basis of accounting.

The financial report has been prepared for the purpose of fulfilling the Board's financial reporting responsibilities under the Constitution and the Association's Incorporation Act 1987. As a result the financial report may not be suitable for any other purpose.

## **Independence**

In conducting my audit, I have complied with the independence requirements of Australian professional ethical pronouncements.

## **Auditor's Opinion**

In my opinion, the financial report of Golf Western Australia (Inc) presents fairly, in all material respects, the financial position of Golf Western Australia (Inc) as at 31st December, 2015 and of its financial performance for the year then ended in accordance with the accounting policies described in Note1 to the financial statements.

Dated at Murdoch this 5th day of February, 2016.



Harold G Shrigley & Associates  
40 Johanson Promenade  
MURDOCH WA 6150



HG Shrigley FCA (Principal)

# FINANCE REPORTS



## BALANCE SHEET AS AT DECEMBER 31, 2015

	NOTE	2015		2014	
		\$	\$	\$	\$
<b><u>ASSETS</u></b>					
<u>Current Assets</u>					
Cash Assets	2	905,632		741,194	
Receivables		121,076		136,104	
General Inventory		7,861		9,787	
Prepayments and Deposits	3	<u>293,942</u>	1,328,511	<u>240,060</u>	1,127,145
<u>Fixed Assets</u>					
Property, Plant & Equipment	4		1,555,301		1,599,078
<b><u>Total Assets</u></b>			<u>2,883,812</u>		<u>2,726,223</u>
<b><u>LIABILITIES</u></b>					
<u>Current Liabilities</u>					
Trade Creditors		45,657		13,224	
BAS Liabilities		(20,825)		(18,006)	
Payroll Liabilities	5	97,990		92,173	
Superannuation		16,349		13,293	
Income Received in Advance	6	270,139		252,465	
Accrued Expenses		<u>35,069</u>	444,379	<u>37,210</u>	390,360
<b><u>Total Liabilities</u></b>			<u>444,379</u>		<u>390,360</u>
<b>NET ASSETS</b>			<u>2,439,433</u>		<u>2,335,863</u>
<b><u>MEMBERS FUNDS</u></b>					
Retained Earnings		2,258,858		2,199,025	
Current Year Earnings	7	66,115		59,833	
Labouchere Road Reserve	8	<u>114,460</u>		<u>77,005</u>	
<b>TOTAL MEMBERS FUNDS</b>			<u>2,439,433</u>		<u>2,335,863</u>

The accompanying notes form part of these financial statements

# FINANCE REPORTS

## STATEMENT OF INCOME AND EXPENDITURE FOR THE YEAR ENDED DECEMBER 31, 2015

	NOTE	2015 \$	2014 \$
<b><u>INCOME</u></b>			
Affiliation Fees		810,686	789,728
Golf Australia Affiliation Fees		465,192	426,814
Event Income	9	180,803	198,207
Funding & Grants	10	283,173	288,260
Sponsorship	11	49,770	68,475
WA Open		(12,942)	(23,531)
Interest Revenue		23,885	26,765
Rent Receivable & Outgoings		45,301	43,899
Sales (nett of Cost of Sales)		409	1,180
Sundry Income		4,275	2,033
<b>Total Income</b>		<b>1,850,552</b>	<b>1,821,830</b>
<b><u>EXPENDITURE</u></b>			
Golf Australia Affiliation Fee		460,161	412,969
Competition Expenses	12	123,220	127,897
Travel, Accommodation, Meals and Allowances	13	164,100	203,633
Game Development	14	19,251	37,477
High Performance	15	84,021	81,742
Accounting & Audit		4,634	4,550
Bank Fees & Charges		2,544	2,430
Computing		15,196	15,122
Electricity		3,371	3,835
Employment	16	723,827	691,970
Entertainment		1,753	2,292
Insurance		9,419	10,170
Office Maintenance, Cleaning & Storage		11,897	13,338
Promotion & Marketing		6,775	10,049
Rates, Taxes and Levies	17	28,015	27,492
Staff Amenities		2,625	1,758
Stationery, Printing & Postage		8,782	7,306
Sundry Administration Expenses		15,410	13,106
Sundry Operating Expenses		5,447	6,677
Telephone & Fax		10,455	10,551
Depreciation		46,079	48,926
<b>Total Expenditure</b>		<b>1,746,982</b>	<b>1,733,291</b>
<b><u>OPERATING SURPLUS/(DEFICIT)</u></b>	<b>7</b>	<b>103,570</b>	<b>88,539</b>

The accompanying notes form part of these financial statements

# FINANCE REPORTS

## NOTES TO AND FORMING PART OF THE FINANCIAL STATEMENTS FOR THE YEAR ENDING DECEMBER 31, 2015

### 1 Statement of Significant Accounting Policies

This financial report is a special purpose financial report prepared in order to satisfy the financial reporting requirements of the Constitution, the Associations Incorporation Act (WA) and the needs of the Members. The Board has determined that Golf Western Australia (Inc) is not a reporting entity.

The financial report has been prepared in accordance with the requirements of the Associations Incorporation Act (WA), the Constitution and the following Australina Accounting Standards:-

AASB1031 Materiality  
AASB110 Events Occurring after Reporting Date  
AASB108 Accounting Policies, Changes in Accounting Estimates and Errors

No other Australian Accounting Standards, Urgent Issues Group Interpretations or other authoritative pronouncements of the Australian Accounting Standards Board have been applied.

The financial report has been prepared on an accruals basis and is based on historic costs and does not take into account changing money values, or except where specifically stated, current valuations of non-current assets

The following specific accounting policies, which are consistent with the previous period unless otherwise stated, have been adopted in the preparation of this financial report.

#### (a) Income Tax

Golf Western Australia (Inc) is an exempt body for income tax purposes and accordingly no provision for income tax is required.

#### (b) Fixed Assets

The depreciable amount of all fixed assets, except buildings, are depreciated over the useful lives of the assets of Golf Western Australia (Inc) commencing from the time the asset is held ready for uses. Equipment and consumable items are still depreciable at applicable rates.

#### (c) Employee Leave entitlements

A Provision for Long Service Leave is raised in respect of employees with seven or more year's service. Annual Leave is calculated at the legal liability of balance date.

#### (d) Inventory

Inventory has been valued at the lower of cost or net realisable value. Cost is based on the first in first out principle.

	2015		2014	
	\$	\$	\$	\$
<b>2 Cash</b>				
ANZ Classic Account		3,674		26,525
ANZ Savings Account		210,008		76,564
ANZ Term Deposit		577,120		560,359
Labouchere Road Term Deposit		93,028		51,164
Labouchere Road Capital Fund		21,432		25,841
Petty Cash		370		741
		<u>905,632</u>		<u>741,194</u>
<b>3 Prepayments and Deposits</b>				
Golf Australia Affiliation Fees		244,152		216,008
Competition Expenses		614		-
Travel & Accommodation High Performance		17,118		12,540
Travel & Accommodation Board and Staff		1,296		-
Game Development		-		-
Office Maintenance & Storage		600		600
Insurance		2,708		2,124
Rates and Taxes		5,357		4,110
Sundry Administration Expenses		22,096		4,679
		<u>293,942</u>		<u>240,060</u>

# FINANCE REPORTS

	2015		2014	
<b>4</b>	<b>Property, Plant and Equipment</b>			
	Building - Labouchere Road as valued	590,000	590,000	
	Improvements to Labouchere Road	11,090	11,090	
	Accum Depreciation on Improvements	- 9,796	- 7,578	593,512
		<u>591,294</u>	<u>603,512</u>	
	Building - Melville Parade as valued	900,000	900,000	
	Improvements to GolfWA Offices	122,366	122,366	
	Accum Depreciation on Improvements	- 88,329	- 63,856	958,510
		<u>934,037</u>	<u>958,510</u>	
	Computers and Equipment	122,229	116,286	
	Accum Depreciation - Computers & Equipment	- 111,175	- 91,938	24,348
		<u>11,054</u>	<u>24,348</u>	
	Furniture & Fittings	91,947	91,947	
	Accum Depreciation - Furniture & Fittings	- 87,523	- 83,730	8,218
		<u>4,424</u>	<u>8,217</u>	
	Perpetual Trophies	14,490	14,490	1,599,078
		<u>1,555,301</u>	<u>1,599,078</u>	
<b>5</b>	<b>Payroll Liabilities</b>			
	PAYG	23,185	10,951	
	Provision for Annual Leave	58,194	54,915	
	Provision for Long Service Leave	16,611	26,308	92,173
		<u>97,990</u>	<u>92,173</u>	
<b>6</b>	<b>Income Received in Advance</b>			
	Healthway Funding	4,000	-	
	Other Grants	19,257	24,430	
	Entry Fees	-	991	
	Affiliation Fees	-	3,920	
	GA Affiliation Fees	243,593	221,599	
	Outgoings received - Labouchere Road	3,289	1,526	252,465
		<u>270,139</u>	<u>252,465</u>	
<b>7</b>	<b>Members Funds</b>			
	Net Surplus Year to Date	103,570	88,539	
	Transfer to Labouchere Road Reserve	- 37,455	- 28,706	
	Current Year Earnings			59,833
		<u>66,115</u>	<u>59,833</u>	
<b>8</b>	<b>Labouchere Road Reserve</b>			
	Opening Balance	77,005	48,299	
	Add Transfers YTD	37,455	28,706	77,005
		<u>114,460</u>	<u>77,005</u>	
<b>9</b>	<b>Event Income</b>			
	Ladies Event Fees	94,398	101,666	
	Mens Event Fees	53,146	57,816	
	Junior Event Fees	31,836	27,503	
	Community Coaching Entry Fees	100	1,850	
	Game Development Entry Fees	332	8,916	
	Seminar and Course Fees	991	456	198,207
		<u>180,803</u>	<u>198,207</u>	
<b>10</b>	<b>Funding &amp; Grants</b>			
	DSR Annual Funding	150,000	150,000	
	Healthway Funding	76,000	80,000	
	Golf Australia Funding	35,000	34,730	
	Other Grants	22,173	23,530	288,260
		<u>283,173</u>	<u>288,260</u>	
<b>11</b>	<b>Sponsorship</b>			
	Bowra & O'Dea	20,000	19,500	
	Aglime Australia	10,000	-	
	Srixon	8,000	19,000	
	Travel Tree	-	6,000	
	Drummond Golf	10,000	19,000	
	Other	1,770	4,975	68,475
		<u>49,770</u>	<u>68,475</u>	
<b>12</b>	<b>Competition Expenses</b>			
	Trophy Costs	70,229	73,979	
	Food & Beverage	51,290	52,373	
	Competition Sundry	1,701	1,545	127,897
		<u>123,220</u>	<u>127,897</u>	

# FINANCE REPORTS

	2015		2014	
	\$	\$	\$	\$
<b>13</b>	<b>Travel, Accommodation, Meals and Allowances</b>			
High Performance	112,952		116,802	
Board and Staff	14,710		33,286	
Club Health	5,702		-	
Course Rating	309		5,228	
Game Development	11,048		28,916	
Other	19,379	<u>164,100</u>	19,401	<u>203,633</u>
<b>14</b>	<b>Game Development</b>			
Coaching	2,705		16,545	
MYGolf Equipment and Manuals	411		2,145	
Prizes and Promotion	15,315		17,613	
Venue Hire/F &B	820	<u>19,251</u>	1,174	<u>37,477</u>
<b>15</b>	<b>High Performance</b>			
Entry Fees	782		2,016	
Fitness	10,468		9,125	
Coaching	19,736		22,100	
Player Assistance	41,754		42,799	
Uniforms	11,281	<u>84,021</u>	5,701	<u>81,742</u>
<b>16</b>	<b>Employment</b>			
Wages and Salaries	642,584		621,720	
Long Service Leave	2,303		7,333	
Superannuation	62,917		58,697	
Contractors	11,950		-	
Recruitment	-		765	
Professional Development	4,073	<u>723,827</u>	3,455	<u>691,970</u>
<b>17</b>	<b>Rates, Taxes and Levies</b>			
Rates, Taxes and Levies - Melville Parade	12,600		12,278	
Rates, Taxes and Levies - Labouchere Road	12,988		11,876	
Property Management - Labouchere Road	2,427	<u>28,015</u>	3,338	<u>27,492</u>



**golfwa**

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