

# THE NATIONAL GOLF CLUB

## STRATEGY 2024 - 2028



### ABOUT THE NATIONAL

- Australia's pre-eminent private golf club with four exceptional courses, each designed by different course architects, and all ranked in Australia's Top 50<sup>1</sup>
  - Cape Schanck, Mornington Peninsula: The Old (Robert Trent Jones Jnr, 1988), Moonah (Greg Norman, 2000) and Gunnamatta (Tom Doak, 2019) courses
  - Frankston: Long Island (Gordon Oliver, 1938) course
- Unrivalled golfing offer and experience with an international reputation for excellence
- Unique model offering membership via shareholding or leasing, a competitive annual subscription rate, and full and equal membership rights from day one

### VISION

To make The National the smart choice for members and guests by being progressive and remaining true to our founding principle of *setting a new direction in golf*.

### MISSION

To deliver a peerless golfing and social experience which fosters a sense of community within the Club and drives demand for shareholding.

### VALUES

- **Innovative** – we embrace the traditions of the sport and our Club, but seek to bring fresh thinking to our future pathway.
- **Respectful** – we respect the sport and the spirit in which it needs to be played. Our care of people, our places and our history defines The National's character.
- **Welcoming** – we relish the opportunity to share The National experience with all who visit the Club, both on and off the courses.
- **Inclusive** – we strive to provide fair and equal opportunities for all members and enable diversity of participation.
- **Passionate** – membership of The National will appeal to golfing 'pilgrims' who willingly travel in search of an exceptional golfing experience.
- **Ambitious** – an appetite for excellence underpins everything we do.

| STRATEGIC PILLARS | THE COURSES   | MEMBER EXPERIENCE & CULTURE   | COMMERCIAL MODEL & GOVERNANCE   | ENVIRONMENT & SUSTAINABILITY   | COMMUNITY & REPUTATION   |
|-------------------|---|---|---|--|--|
| THEMES            | <i>Golf Is Our Essence</i>  | <i>The National Exists For Its Members</i>  | <i>Prudently Manage The National For Prosperity</i>   | <i>Maintain Operations In A Sustainable And Responsible Manner</i>   | <i>Connect With And Support Our Communities</i>  |
| GOALS             | <ul style="list-style-type: none"> <li>• Deliver a consistently pre-eminent golfing experience for National members</li> <li>• Embrace the significance of the design principles of all four courses and preserve and improve their integrity</li> <li>• Nurture a culture of considerate/responsible play and member pride</li> <li>• Honour and preserve the history of the courses and the Club's rich heritage</li> </ul> | <ul style="list-style-type: none"> <li>• Strive for excellence in the delivery of all aspects of our golf and hospitality operations</li> <li>• Afford all members and their guests an equal opportunity to enjoy their experience of The National</li> <li>• Recognise that our staff are the cornerstone of member experience and culture</li> <li>• Nurture a welcoming and inclusive culture for all members of, and visitors to, The National</li> </ul> | <ul style="list-style-type: none"> <li>• Safeguard our financial capacity to invest in courses/infrastructure and respond to adversity</li> <li>• Maintain a fit for purpose approach to governance that reflects The National's standing</li> <li>• Formalise and evolve the framework for identifying and managing risk as it relates to both Company and Club</li> </ul> | <ul style="list-style-type: none"> <li>• Prioritise future water-security and minimise the Club's reliance on potable supply</li> <li>• Protect the biodiversity of our courses, and the habitats of the fauna which share our land</li> <li>• Explore renewable energy solutions and minimise our carbon footprint</li> </ul> | <ul style="list-style-type: none"> <li>• Position The National as an employer of choice on the Peninsula</li> <li>• Identify ways to connect with, and be relevant to, our community stakeholders</li> <li>• Adopt a position of leadership within the national golf community</li> <li>• Provide targeted support to minority segments to grow participation and equalise experience</li> </ul> |

<sup>1</sup> Golf Australia magazine

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## STRATEGIC PILLARS, THEMES, GOALS & STRATEGIES



| STRATEGIC PILLARS  | THE COURSES   | MEMBER EXPERIENCE & CULTURE   | COMMERCIAL MODEL & GOVERNANCE  | ENVIRONMENT & SUSTAINABILITY  | COMMUNITY & REPUTATION  |
|--------------------|---|---|--|---|---|
| THEMES             | <i>Golf Is Our Essence</i>  | <i>The National Exists For Its Members</i>  | <i>Prudently Manage The National For Prosperity</i>  | <i>Maintain Operations In A Sustainable And Responsible Manner</i>  | <i>Connect With And Support Our Communities</i>   |
| GOALS & STRATEGIES | <p><b>Deliver a consistently pre-eminent golfing experience for National members</b></p> <ul style="list-style-type: none"> <li>Ensure the same standard that applies to the courses flows through to practice and teaching</li> <li>Commence the full renovation of the Long Island course in 2023</li> <li>Manage wear on courses through seasonal cart restrictions and scheduled course closures</li> <li>Embrace the value our members place on having access to sandbelt and Peninsula opportunities</li> <li>Evolve course operations in response to advances in equipment and best practice</li> <li>Invest in equipment and course infrastructure at a level which supports an objective of pre-eminence</li> <li>Pursue opportunities for billeting northern hemisphere course workers across our summer months</li> <li>Identify development and training opportunities for course staff that deliver best practice</li> </ul> <p><b>Embrace the significance of the design principles of all four courses and preserve and improve their integrity</b></p> <ul style="list-style-type: none"> <li>Review of courses every four years by originating course designer</li> <li>Commission a landscape masterplan for each of the courses to guide the maintenance strategy</li> <li>Create a 19th hole on all courses to assist targeted maintenance activity</li> <li>Develop the narrative for course rankers which captures key design objectives for each of the courses</li> </ul> <p><b>Nurture a culture of considerate/responsible play and member pride</b></p> <ul style="list-style-type: none"> <li>Implement measures to actively manage pace-of-play</li> <li>Share video and photographic imagery of the courses with members and stakeholders</li> <li>Educate members on key elements of course care, rules and etiquette by way of regular updates</li> <li>Limit non-member access to The Old Course (particularly through the colder months)</li> <li>Develop interactive initiatives aimed at promoting course pride</li> <li>Explore the opportunity to enhance the entry experience coming into Cups Drive (Cape Schanck)</li> </ul> <p><b>Honour and preserve the history of the courses and the Club's rich heritage</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive digital archive of heritage artefacts/documentation for posterity</li> <li>Recruit volunteers to support the collection of historical context and recording of stakeholder interviews</li> <li>Publish course-related heritage articles to members to drive a closer connection with our past</li> </ul> | <p><b>Strive for excellence in the delivery of all aspects of our golf and hospitality operations</b></p> <ul style="list-style-type: none"> <li>Deliver social and event opportunities that engage members and create a sense of connection</li> <li>Improve the culture/framework of engagement and consultation with National members</li> <li>Reduce non-member access to our courses and identify better ways to manage timesheet congestion</li> <li>Continue to refine the scope for the renovation of the Cape Schanck and Long Island clubhouses</li> <li>Prioritise the replacement of the Club's cart fleet</li> <li>Review reciprocal arrangements (interstate/international) through a lens of member experience</li> <li>Provide reasonable support to impacted members during the Long Island renovation</li> <li>Expand on existing 'swap day' opportunities with other (peer) Victorian clubs</li> <li>Innovate and evolve our delivery of hospitality service and events</li> <li>Benchmark our offer to members and guests against comparable golf/sporting organisations</li> <li>Review our operational approach to club storage/cleaning, teaching and club-fitting</li> <li>Explore the role that technology/e-commerce can play to enhance member experience</li> <li>Investigate non-golf initiatives to add value to the membership</li> </ul> <p><b>Afford all members and their guests an equal opportunity to enjoy their experience of The National</b></p> <ul style="list-style-type: none"> <li>Ensure that booking/timesheet activity is always respectful and considerate of others</li> <li>Introduce targeted activity to nurture inclusion and diversity, with a focus on new participation</li> <li>Work with dedicated (group) bookings to minimise impact on other members</li> <li>Maintain a gender-neutral approach to competition play</li> </ul> <p><b>Recognise that our staff are the cornerstone of member experience and culture</b></p> <ul style="list-style-type: none"> <li>Recruit staff with primary consideration of their suitability to a service-driven culture</li> <li>Cultivate awareness of The National's history and culture within the induction process for new staff</li> <li>Recognise member experience as a core tenet of our training/development framework</li> <li>Encourage a respectful sense of connection/familiarity between staff and members</li> </ul> <p><b>Nurture a welcoming and inclusive culture for all members of, and visitors to, The National</b></p> <ul style="list-style-type: none"> <li>Review and develop the induction program and support framework for new members</li> <li>Establish a framework for member hosting of interstate and international visitors</li> <li>Create new opportunities for volunteerism from within member ranks</li> </ul> | <p><b>Safeguard our financial capacity to invest in courses/infrastructure and respond to adversity</b></p> <ul style="list-style-type: none"> <li>Seek to identify opportunities to expand our footprint of courses in a manner which is both strategic and contributes to sustainability</li> <li>Grow future demand for membership of The National by lifting our public profile</li> <li>Maintain an appropriately skilled Finance Committee to review management reporting/forecasting</li> <li>Seek a vehicle for recovery of the ongoing loss of revenue associated with 3A attrition</li> <li>Identify cost levers to offset economic headwinds and preserve future works</li> <li>Develop a Foundation in support of capital raising for designated Club projects</li> <li>Audit under-utilised land at Cape Schanck to identify (non-invasive) development opportunities</li> </ul> <p><b>Maintain a fit for purpose approach to governance that reflects The National's standing</b></p> <ul style="list-style-type: none"> <li>Review the relationship between the Club and Company for compliance, as appropriate</li> <li>Ensure that Committee-Board recruitment has regard for diversity and complementarity of skillsets</li> <li>Undertake regular review of Committee-Board performance and identify succession pathways</li> <li>Communicate with shareholders and members in a manner that is clear and transparent</li> <li>Report annually to members on Club performance against the Strategic Plan</li> <li>Ensure that decision-making is always guided by the best interests of members and shareholders</li> <li>Maintain the currency and relevance of The National's Constitution, Rules and By-Laws</li> </ul> <p><b>Formalise and evolve the framework for identifying and managing risk as it relates to both Company and Club</b></p> <ul style="list-style-type: none"> <li>Establish a formal sub-committee which reports and recommends to the Board on matters of risk</li> <li>Review and develop H&amp;S reporting in a manner which ensures management accountability</li> <li>Undertake a formal review of The National's IT environment, with a focus on cyber-security and member privacy</li> </ul> | <p><b>Prioritise future water-security and minimise the Club's reliance on potable supply</b></p> <ul style="list-style-type: none"> <li>Implement Frankston Council/SEW initiative to direct recycled water to Long Island</li> <li>Drill for exploration of additional groundwater opportunities at Long Island</li> <li>Preserve and protect the existing supply contingencies for secure water supply at Cape Schanck</li> </ul> <p><b>Protect the biodiversity of our courses, and the habitats of the fauna which share our land</b></p> <ul style="list-style-type: none"> <li>Develop a comprehensive biodiversity and habitation strategy to guide course management</li> <li>Maintain extensive on-site nursery facilities for turf and native plants</li> <li>Independently review our operational framework for compliance with relevant Acts</li> <li>Plan for future funding to seal sections of the cart-paths on the two links courses at Cape Schanck</li> <li>Ensure best practice protocols apply to chemical applications and waste management</li> <li>Phase out disposable or single-use items</li> </ul> <p><b>Explore renewable energy solutions and minimise our carbon footprint</b></p> <ul style="list-style-type: none"> <li>Develop a formal energy management strategy for Cape Schanck based on qualified advice</li> <li>Identify a plan and date for the Club to achieve net zero emissions</li> <li>Establish relationships with relevant contacts inside Parks Victoria, the CFA and the EPA</li> </ul> | <p><b>Position The National as an employer of choice on the Peninsula</b></p> <ul style="list-style-type: none"> <li>Undertake benchmarking for competitive staff remuneration and recognise individual achievement</li> <li>Build internal capability through internal (staff) training and development</li> <li>Drive internal initiatives to create a sense of team across departments and eliminate silos</li> <li>Maintain incentives relating to course access and retail discounting for National staff</li> </ul> <p><b>Identify ways to connect with, and be relevant to, our community stakeholders</b></p> <ul style="list-style-type: none"> <li>Develop strategic relationships with government, councils and media</li> <li>Explore opportunities to introduce golf into schools and to support junior golf</li> <li>Review and develop the scholarship program in support of junior development</li> <li>Identify local charitable causes to guide our regional support strategy</li> <li>Donate net revenue from limited (off-peak) corporate play to selected charitable causes</li> <li>Drive media coverage of National stories to elevate national/international profile</li> <li>Skew our purchase of food and beverage towards local suppliers</li> </ul> <p><b>Adopt a position of leadership within the national golf community</b></p> <ul style="list-style-type: none"> <li>Collaborate with state, national and international golf bodies and other private golf clubs</li> <li>Draw on the support of volunteers to strengthen our representation at pennant and interclub level</li> <li>Seek to elevate the status of The National Tournament (PGA Tour)</li> </ul> <p><b>Provide targeted support to minority segments to grow participation and equalise experience</b></p> <ul style="list-style-type: none"> <li>Prioritise a comprehensive strategy to grow female participation and membership</li> <li>Establish pathways for development of juniors through to adult membership</li> <li>Commit to Club representation at key (golf) industry events</li> <li>Ensure that any future Foundation maintains a component for investing in junior programs</li> <li>Support playing and social connection opportunities for all abilities golfers</li> <li>Identify ways to encourage family participation in Club activities</li> </ul> |