

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 50¹
 - 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"> • Deliver a consistently pre-eminent golfing experience for National members • Embrace the significance of the design principles of all four courses and preserve and improve their integrity • Nurture a culture of considerate/responsible play and member pride • Honour and preserve the history of the courses and the Club's rich heritage 	<ul style="list-style-type: none"> • Strive for excellence in the delivery of all aspects of our golf and hospitality operations • Afford all members and their guests an equal opportunity to enjoy their experience of The National • Recognise that our staff are the cornerstone of member experience and culture • Nurture a welcoming and inclusive culture for all members of, and visitors to, The National 	<ul style="list-style-type: none"> • Safeguard our financial capacity to invest in courses/infrastructure and respond to adversity • Maintain a fit for purpose approach to governance that reflects The National's standing • Formalise and evolve the framework for identifying and managing risk as it relates to both Company and Club 	<ul style="list-style-type: none"> • Prioritise future water-security and minimise the Club's reliance on potable supply • Protect the biodiversity of our courses, and the habitats of the fauna which share our land • Explore renewable energy solutions and minimise our carbon footprint 	<ul style="list-style-type: none"> • Position The National as an employer of choice on the Peninsula • Identify ways to connect with, and be relevant to, our community stakeholders • Adopt a position of leadership within the national golf community • Provide targeted support to minority segments to grow participation and equalise experience

¹ 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>Deliver a consistently pre-eminent golfing experience for National members</p> <ul style="list-style-type: none"> Ensure the same standard that applies to the courses flows through to practice and teaching Commence the full renovation of the Long Island course in 2023 Manage wear on courses through seasonal cart restrictions and scheduled course closures Embrace the value our members place on having access to sandbelt and Peninsula opportunities Evolve course operations in response to advances in equipment and best practice Invest in equipment and course infrastructure at a level which supports an objective of pre-eminence Pursue opportunities for billeting northern hemisphere course workers across our summer months Identify development and training opportunities for course staff that deliver best practice <p>Embrace the significance of the design principles of all four courses and preserve and improve their integrity</p> <ul style="list-style-type: none"> Review of courses every four years by originating course designer Commission a landscape masterplan for each of the courses to guide the maintenance strategy Create a 19th hole on all courses to assist targeted maintenance activity Develop the narrative for course rankers which captures key design objectives for each of the courses <p>Nurture a culture of considerate/responsible play and member pride</p> <ul style="list-style-type: none"> Implement measures to actively manage pace-of-play Share video and photographic imagery of the courses with members and stakeholders Educate members on key elements of course care, rules and etiquette by way of regular updates Limit non-member access to The Old Course (particularly through the colder months) Develop interactive initiatives aimed at promoting course pride Explore the opportunity to enhance the entry experience coming into Cups Drive (Cape Schanck) <p>Honour and preserve the history of the courses and the Club's rich heritage</p> <ul style="list-style-type: none"> Develop a comprehensive digital archive of heritage artefacts/documentation for posterity Recruit volunteers to support the collection of historical context and recording of stakeholder interviews Publish course-related heritage articles to members to drive a closer connection with our past 	<p>Strive for excellence in the delivery of all aspects of our golf and hospitality operations</p> <ul style="list-style-type: none"> Deliver social and event opportunities that engage members and create a sense of connection Improve the culture/framework of engagement and consultation with National members Reduce non-member access to our courses and identify better ways to manage timesheet congestion Continue to refine the scope for the renovation of the Cape Schanck and Long Island clubhouses Prioritise the replacement of the Club's cart fleet Review reciprocal arrangements (interstate/international) through a lens of member experience Provide reasonable support to impacted members during the Long Island renovation Expand on existing 'swap day' opportunities with other (peer) Victorian clubs Innovate and evolve our delivery of hospitality service and events Benchmark our offer to members and guests against comparable golf/sporting organisations Review our operational approach to club storage/cleaning, teaching and club-fitting Explore the role that technology/e-commerce can play to enhance member experience Investigate non-golf initiatives to add value to the membership <p>Afford all members and their guests an equal opportunity to enjoy their experience of The National</p> <ul style="list-style-type: none"> Ensure that booking/timesheet activity is always respectful and considerate of others Introduce targeted activity to nurture inclusion and diversity, with a focus on new participation Work with dedicated (group) bookings to minimise impact on other members Maintain a gender-neutral approach to competition play <p>Recognise that our staff are the cornerstone of member experience and culture</p> <ul style="list-style-type: none"> Recruit staff with primary consideration of their suitability to a service-driven culture Cultivate awareness of The National's history and culture within the induction process for new staff Recognise member experience as a core tenet of our training/development framework Encourage a respectful sense of connection/familiarity between staff and members <p>Nurture a welcoming and inclusive culture for all members of, and visitors to, The National</p> <ul style="list-style-type: none"> Review and develop the induction program and support framework for new members Establish a framework for member hosting of interstate and international visitors Create new opportunities for volunteerism from within member ranks 	<p>Safeguard our financial capacity to invest in courses/infrastructure and respond to adversity</p> <ul style="list-style-type: none"> Seek to identify opportunities to expand our footprint of courses in a manner which is both strategic and contributes to sustainability Grow future demand for membership of The National by lifting our public profile Maintain an appropriately skilled Finance Committee to review management reporting/forecasting Seek a vehicle for recovery of the ongoing loss of revenue associated with 3A attrition Identify cost levers to offset economic headwinds and preserve future works Develop a Foundation in support of capital raising for designated Club projects Audit under-utilised land at Cape Schanck to identify (non-invasive) development opportunities <p>Maintain a fit for purpose approach to governance that reflects The National's standing</p> <ul style="list-style-type: none"> Review the relationship between the Club and Company for compliance, as appropriate Ensure that Committee-Board recruitment has regard for diversity and complementarity of skillsets Undertake regular review of Committee-Board performance and identify succession pathways Communicate with shareholders and members in a manner that is clear and transparent Report annually to members on Club performance against the Strategic Plan Ensure that decision-making is always guided by the best interests of members and shareholders Maintain the currency and relevance of The National's Constitution, Rules and By-Laws <p>Formalise and evolve the framework for identifying and managing risk as it relates to both Company and Club</p> <ul style="list-style-type: none"> Establish a formal sub-committee which reports and recommends to the Board on matters of risk Review and develop H&S reporting in a manner which ensures management accountability Undertake a formal review of The National's IT environment, with a focus on cyber-security and member privacy 	<p>Prioritise future water-security and minimise the Club's reliance on potable supply</p> <ul style="list-style-type: none"> Implement Frankston Council/SEW initiative to direct recycled water to Long Island Drill for exploration of additional groundwater opportunities at Long Island Preserve and protect the existing supply contingencies for secure water supply at Cape Schanck <p>Protect the biodiversity of our courses, and the habitats of the fauna which share our land</p> <ul style="list-style-type: none"> Develop a comprehensive biodiversity and habitation strategy to guide course management Maintain extensive on-site nursery facilities for turf and native plants Independently review our operational framework for compliance with relevant Acts Plan for future funding to seal sections of the cart-paths on the two links courses at Cape Schanck Ensure best practice protocols apply to chemical applications and waste management Phase out disposable or single-use items <p>Explore renewable energy solutions and minimise our carbon footprint</p> <ul style="list-style-type: none"> Develop a formal energy management strategy for Cape Schanck based on qualified advice Identify a plan and date for the Club to achieve net zero emissions Establish relationships with relevant contacts inside Parks Victoria, the CFA and the EPA 	<p>Position The National as an employer of choice on the Peninsula</p> <ul style="list-style-type: none"> Undertake benchmarking for competitive staff remuneration and recognise individual achievement Build internal capability through internal (staff) training and development Drive internal initiatives to create a sense of team across departments and eliminate silos Maintain incentives relating to course access and retail discounting for National staff <p>Identify ways to connect with, and be relevant to, our community stakeholders</p> <ul style="list-style-type: none"> Develop strategic relationships with government, councils and media Explore opportunities to introduce golf into schools and to support junior golf Review and develop the scholarship program in support of junior development Identify local charitable causes to guide our regional support strategy Donate net revenue from limited (off-peak) corporate play to selected charitable causes Drive media coverage of National stories to elevate national/international profile Skew our purchase of food and beverage towards local suppliers <p>Adopt a position of leadership within the national golf community</p> <ul style="list-style-type: none"> Collaborate with state, national and international golf bodies and other private golf clubs Draw on the support of volunteers to strengthen our representation at pennant and interclub level Seek to elevate the status of The National Tournament (PGA Tour) <p>Provide targeted support to minority segments to grow participation and equalise experience</p> <ul style="list-style-type: none"> Prioritise a comprehensive strategy to grow female participation and membership Establish pathways for development of juniors through to adult membership Commit to Club representation at key (golf) industry events Ensure that any future Foundation maintains a component for investing in junior programs Support playing and social connection opportunities for all abilities golfers Identify ways to encourage family participation in Club activities