



# Towards 2024

Our Vision. Our Values.



## Our Purpose

“To make  
our Members  
proud.”



## Our strategic goal

“To be respected as the finest  
parkland course in Surrey, with  
full membership, a healthy waiting  
list and consistent demand from  
societies and visitors.”

## Our Vision for 2024

The Covid-19 pandemic confounded many in golf. Despite initial concerns, the sport has enjoyed an unprecedented upsurge in interest.

According to the R&A, total adult golfers playing 18 holes increased by 2.1m to 5.2m in 2020. The highest increase for a century.

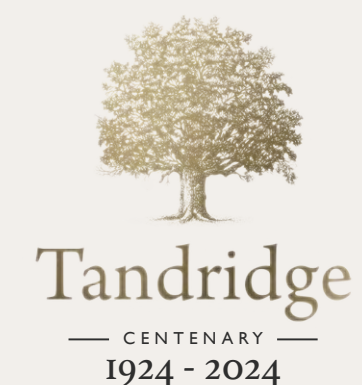
Here at Tandridge we have also benefitted from the increase in interest. We have seen an increase in membership, and we now have a waiting list for the first time in many years.

However, we cannot and will not be complacent.

We move towards our centenary in 2024 within a framework of vision and values which will sustain us for the next three years.

- We will make members, guests and visitors feel welcome, valued and relaxed.
- We will continually improve our course – our greatest asset.
- We will provide impeccable customer service and maintain our reputation for hospitality and food.
- We will recognise the importance of sustainability, diversity and community.
- We will manage our club professionally, effectively, transparently and with integrity.

Finally, and most importantly, we will make our Members proud of our Club.







# The Club

We are a high-quality golf club. We put Members first & foremost.

The club will have a positive, friendly and welcoming external image which attracts new members, societies and visitors.

The number of societies visiting Tandridge will be gradually reduced and substantially restricted to one day a week. Visitors will be encouraged and made welcome within agreed numbers, and visitor tee-times will normally be outside the most popular Member times.

The General Manager will have full responsibility and is empowered to deliver strategic

and operational plans supported by the Management Committee.

The Club's governance will be regularly benchmarked against best practice guidance.

Communications with Members will be timely, relevant, concise and easily accessible to foster engagement. There will be a consistent and recognisable Tandridge 'tone of voice'.

# Membership

The target number of playing members (Men, Ladies, Juniors, Associates) will be carefully managed to balance the need for revenue against adequate access to the course.

The Club will operate a Waiting List, when required, to a published approach which supports the Club's overall membership aims.

The age range of adult membership will ensure proper succession planning and continuity of membership.

There will be a thriving Academy for Men, Ladies and Juniors providing a clear pathway to membership.

The member selection process will be efficient and timely and aim to admit new members

who have the same shared values as the existing membership and enable them to integrate easily and quickly into the Club.

The Club's pricing (Entrance Fees, Subscriptions and Academy Fees) will provide value for money and be comparable with our peer group of clubs.

The Club will cater for all golfing abilities and will be family inclusive.





# Course

The Course will be the subject of continuous improvement and evolution, consistently led by our appointed Golf Course Architect, always respecting the Harry Colt design philosophy.

The Course Design Policy will be adhered to, ensuring the course is presented to a consistently high standard.

Course set-up will ensure players of all abilities can enjoy golf at a level commensurate with their capabilities.

Woodlands will be managed with guidance from our appointed Arborist and long-lost views from the course will be reinstated.

We recognise the course as a parkland course and place emphasis on bunker size

and appearance, numbers, maintainability and playability.

Irrigation will be extended to fairways and other selected areas of the Course.

The long-term provision of water will be enabled through the construction of a bore hole and reservoir.

We will strive to be featured in all relevant Top 100 UK Golf Club rankings.



# Clubhouse and other property

The Clubhouse should retain its traditional features and the accommodation should be maintained and improved to provide a complimentary asset to the Course to provide a facility that is optimised by Members and Visitors alike.

All of our properties are subject to regular planned maintenance which will include upgrades where necessary. The Kitchen, main bar and Gallery bar will be the subject of improvements to maintain the high standards of food provision and hospitality.

It is intended that the men's changing rooms will be refurbished whilst maintaining their character. The shower areas will be subject to improvements without wholesale renewal.

The Pro's shop will be maintained to a standard expected of TGC whilst the flats above will be

subject to ongoing improvements to continue to generate comfortable accommodation for some staff and for external income generating tenants. Similarly the cottages will be maintained to a standard that continues to provide an income to the club.

Any opportunities to generate capital or income for land in our ownership will be investigated as will any development potential that may generate capital whilst retaining the main function of the site for golf.





## Golf and Practice Facilities

Members will be offered the widest possible opportunity to play social and competitive golf to meet their preferences.

A Tee Time Booking System will continue to be used for Members and Visitors to provide better clarity on available playing times and to optimise the use of the Course.

The Captains' Committee will represent the views of the wider membership regarding competitions, handicapping, and all other golf-related matters.

High quality practice facilities have now been provided. The demand for and provision of additional indoor practice facilities will be evaluated when the usage of the upgraded practice facilities allows meaningful analysis.

The professional team will deliver high quality coaching.

## Food and beverage

The Club has historically aimed to deliver a breakeven year-end financial status in respect of the food and beverage offering, relying on a 3-day week society business model.

It is acknowledged that the decision to move to 1 society day per week will adversely affect food and beverage financial performance. A manageable loss of up to £20K per year may be expected.

The Club will always deliver a price-point that is cognisant of the fact that the Club focuses on its Members, first and foremost; whilst the aspiration is to deliver the budgeted food and beverage margins each year.

With an ever growing and diverse membership profile, the Club is determined to provide a

varied and appealing menu across both food and beverage. The menu will reflect seasonal tastes and culinary trends whilst incorporating the carvery offering, for which the Club is renowned.

The Club will deliver a social calendar of events, appreciating that a minority of Members attend such events and that staff capacity to operate outside of core hours is restricted.





## Staff



# Finances

This level provides adequate liquidity to cater for our annual cash low-point at the end of March, and also provides a safety cushion against unforeseen events.

Each year, the Management Committee approves financial plans each year that are designed to achieve an acceptable Operating Surplus which:

- Provides sufficient operating resources to management to constantly enhance the day-to-day member experience; and

- Provides adequate investment resources to continually improve the Course and Estate.

Long-term capital projects, such as Fairway Irrigation and the construction of a Reservoir, will be substantially funded through the club membership, subject to the borrowing rules in place.



Tandridge  
GOLF CLUB