

TANDRIDGE GOLF CLUB

# Towards 2035

Preserving our heritage.  
Securing our future.



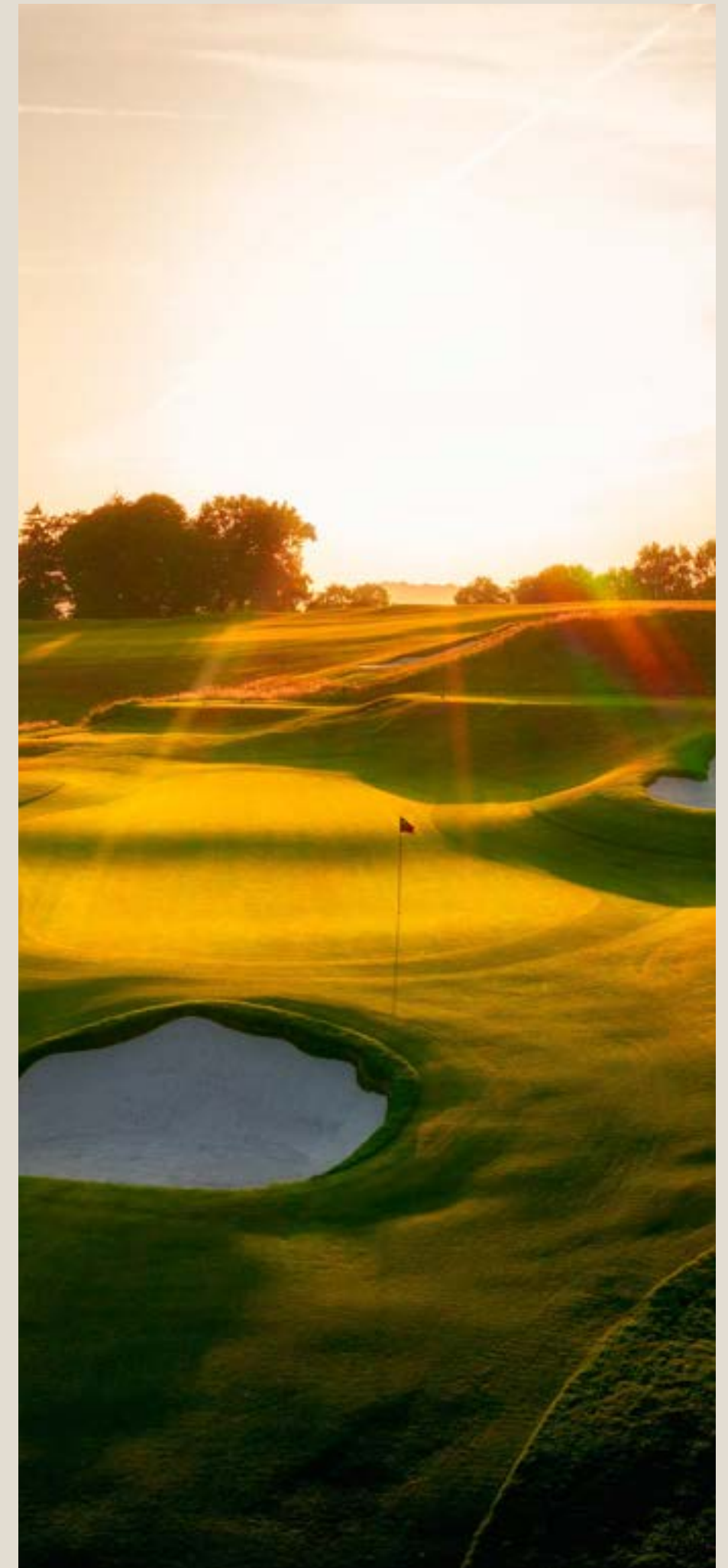
Tandridge

# Our Vision

Tandridge Golf Club's strategy for the decade to 2035 builds on its distinguished heritage as a traditional private Members' Club, while continuing to position the club as a premium destination for societies and select visitors. This vision recognises the challenges of a changing golf club landscape. It incorporates evolution, not revolution by honouring tradition, securing financial resilience, and welcoming future-facing innovation.

---

If you have any comments on this document, please contact [vision@tandridgegolfclub.com](mailto:vision@tandridgegolfclub.com)  
This is a summary version of the full strategy which can be seen on **Club V1/Documents/2035 Strategy**







# Our Journey So Far

Since our governance restructure in 2019 and incorporation in 2023, strategic responsibility has rested with the Management Committee, now the Board of Directors.

## PROGRESS SINCE 2019

Membership has grown to **570** full members (a 23% increase), with **75** on the waiting list.

Capital investment of **£3.2m** (by March 2026), with **89%** spent on the course and practice facilities.

**Top 100 rankings achieved** in multiple publications, including **#96** in Golf Monthly's GB&I list and **#13** in Golf World's GB&I Parkland list.

Course access rebalanced, reducing society days and targeting high-quality nomadic golfers.

Financial support has come from surpluses, levies, donations, insurance claims, but also from member bonds and finance leases.

Borrowing remains manageable at **66%** of annual subscriptions but must be reduced over time. We must be financially resilient.

Member pride is strong – **87%** are proud or very proud of the club, and Tandridge ranked **#1** in both course and F&B satisfaction across over 50 clubs in an independent 2023 survey.



The original 2019 strategy was updated post-Covid with the goal of establishing Tandridge as:

*“The finest parkland course in Surrey, with full membership, a healthy waiting list and consistent demand from societies and visitors.”*



Top 100 rankings achieved in multiple publications



# Our Club Today

With bunker remediation due for completion in 2026, the only major course project remaining is a potential reservoir – dependent on favourable commercial lending terms. No further large capital projects are planned in the short term.

Instead, our focus must now shift to building financial resilience whilst enjoying what we have created for the next few years. Our goals are to:

- Repay borrowings over the next seven years.
- Rebuild cash reserves.
- Avoid further member levies or bonds in the near term.
- Keep annual subscription increases reasonable and competitive.





# A Changing Golf Landscape



Tandridge's strong position must not lead to complacency. The UK golf market is undergoing rapid change:

- Mid-tier decline: Many clubs have lost members and now operate at a loss. Tandridge is bucking this trend, with growing membership and annual operating surpluses.
- The rise of nomadic golf: 67% of UK rounds in 2023 were booked by non-members. Younger players often enter golf via simulators and seek flexibility, variety, and premium visitor experiences.
- Visitor value has soared: Green fees at top UK clubs have risen sharply. Tandridge has responded well, with an 86% increase in the average visitor green fee since 2019.
- Demographic risk: The average UK club member is over 60. Tandridge is healthier with 23% of adult playing members under 40. Our challenge is to maintain this momentum while keeping our traditional members engaged.
- Rise of elite clubs: Clubs like Queenwood and Beaverbrook are setting new benchmarks in service. While Tandridge doesn't aim to emulate them, we can learn from their hospitality, service, and attention to detail.
- The importance of rankings: International and UK visitors increasingly use Top 100 lists to plan their golf. Tandridge must actively improve its visibility and standing in these rankings.



# Our Strategy: Two Phases to 2035

Tandridge is in a very good place as we approach 2026, but how do we consolidate that position and then move to the next level, and what does that next level look like?

Strategically, Tandridge will position itself at the top-end of the middle tier of UK golf clubs. We will remain a premium private member's club which is accessible and welcoming to visitors. This positioning will be well above static mid-tier rivals but without chasing Queenwood style budgets. We will celebrate and enjoy recent course and clubhouse upgrades, build on these achievements, and look to raise our levels of member and visitor service.

This document looks at our future strategy in two phases. The first phase covers a consolidation phase in the five-year period from 2026 to 2030, and then the second phase involves taking a more ambitious approach to what the period from 2031 to 2035 might look like.

## Phase 1 – 2026 to 2030

### CONSOLIDATION

The next five years will focus on consolidation, delivery, and careful stewardship.

#### CORE OBJECTIVES

- Let members fully enjoy the improved course.
- Maintain and enhance course and clubhouse standards.
- Maintain strong rankings and a 3–5 year waiting list.
- Repay debt and build financial reserves.
- Sustain high levels of member satisfaction and pride.

#### KEY INITIATIVES

##### Course:

- Complete bunker remediation (by March 2026).
- Build a reservoir (only when favourable borrowing terms are available).
- Install PCD on remaining greens.
- Small enhancements to pathways, tees, and practice areas, as funding allows.
- Focus on day-to-day presentation: “World Class Every Day.”
- Continue to encourage sustainability, through active woodland management, promoting biodiversity, and effective water usage.

##### Clubhouse & Estate:

- Continue the planned maintenance programme.
- Enhance F&B options: keep Sunday and society lunches while growing lighter and more informal offerings.
- Explore a summer festival and other new social formats.
- Refurbish Gallery Bar, extend patio, improve men's showers—if budgets allow.
- Improve the car park areas and estate signage. Enhance the security at the front gates.

##### Membership:

- Diversify offerings for students, women, juniors and seniors.
- Grow the Ladies section through “Women in Golf” and tailored coaching pathways.
- Explore informal social initiatives.

##### Financial Resilience:

- Sustain operating surpluses to repay debt and fund operations.
- Manage costs and prioritise capital investment.
- Increase third-party revenue (green fees, societies) while preserving member access.
- Consider increasing entrance fees (currently 2x annual subs) if justified.
- Reduce borrowings from 66% to 25% of subs by 2030.
- Build cash reserves to £400,000.
- There is a trade-off inherent in maximising third party revenues. There must be transparency regarding the availability of tee times to visitors and guests.

##### People & Partnerships:

- Continue recruiting the best staff and supporting them with training and development.
- Partner with the new Head Professional to maintain service and coaching standards.
- Strengthen collaboration with Limpsfield Chart to offer weekday and junior playing options while maintaining our brand distinction.

## Phase 2 – 2031 to 2035

### AMBITION

If Phase 1 core objectives are achieved, we will be well-positioned for a bolder second phase. While detailed planning is premature, we envisage:

#### Course:

- Complete the remaining elements of the Course Evolution Plan.
- Improve 10th and 18th holes to reduce congestion.
- Invest in indoor and short-game practice facilities.
- Proactively manage and promote Top 100 rankings.

#### Clubhouse & Estate:

- Take a long-term, strategic view of the Club's estate, ensuring that land and facilities are optimised for members' benefit and exploring potential future opportunities in a measured and sensitive way.
- Modernise social spaces with a "classic-meets-contemporary" feel (e.g. Soho House aesthetic).
- Expand the dining room and revisit ideas for a new first-floor dining/bar space.
- Create a business centre for remote working members.
- Explore third-party use in off-season (light-touch, preserving character).
- Consider "country club lite" features – gym, spa, wellness – only if members demand it.

#### Revenue:

- Improve tee-time tech and marketing to grow high-end visitor revenue.
- Build partnerships with tour operators and elite UK clubs.
- Consider limited, high-quality corporate memberships – without impacting member access.

#### Sustainability:

- Maximise sustainable use of precious resources.
- Minimise use of fossil fuels.
- Explore options for renewable energy sources.





# Visiting Tandridge After 2035.

“ Jack was visiting Tandridge for the first time, choosing to pay a little extra for a day that promised something special. From the moment he turned into the long drive he felt a sense of anticipation. The entrance was immaculate and welcoming, the signage discreet yet stylish, and staff were immediately on hand to point him in the right direction. His clubs were collected and taken to the practice area while he checked in at the impressive Pro Shop, giving him time to absorb the relaxed atmosphere of the clubhouse.

The clubhouse itself felt every bit the traditional private members' club, with honour boards and familiar quirks on display, yet there were also thoughtful touches designed to make visitors feel immediately at home. Upstairs, the light and airy Shapland Lounge — decorated with a tasteful “Soho House” vibe — gave him space to catch up on emails and prepare for his 9.30 conference call. A rich Colombian latte and a perfectly crisp bacon roll, both complimentary, reminded him that detail really mattered here.

It was a Thursday, a day mainly set aside for visitors, though a handful of members still chose to practise or play. The balance felt natural: members enjoying their routines while visitors like Jack could share the same facilities and experience the club as if they belonged for the day. In the dining room the famous Tandridge carvery was being prepared, alongside lighter wraps and salads for those heading straight out. The food had a reputation of its own, and Jack quietly promised himself he would return to sample the legendary Tandridge Pudding.

Before teeing off, Jack and his partners warmed up in the Performance Centre, refurbished last year to create a cutting-edge facility with the latest launch monitors and swing analysis technology. Twenty minutes there, followed by a few calming putts, left them perfectly prepared. On the 1st tee a marshal greeted them warmly, offering a short briefing and useful extras to make the day run smoothly.



Once on the course it became obvious why Tandridge had such a reputation. Despite months of dry weather, the fairways were immaculate thanks to a state-of-the-art irrigation system, the greens subtle but fair, and the bunkers reshaped to world-class standards. Jack had played many of the Top 100 clubs, but this felt different: a mix of tradition and modernisation that gave the place real character.

By the end of his round, he understood why members valued their club so highly. Their annual fees had been kept at a reasonable level, in no small part because visitors like him were happy to pay a premium for a day that members enjoyed all year round. ”





Tandridge