

Tandridge Golf Club - Towards 2035



Preserving our heritage. Securing our future

I. Vision and Guiding Principles

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.

2. Where have we come from?

The new governance structure at Tandridge was implemented in 2019. This structure created a Management Committee responsible for the overall direction of the club including strategy. Upon incorporation in 2023, the Management Committee became the Board of Directors but strategic responsibilities were unchanged.

The first Management Committee drafted a Vision & Strategy paper in 2019 which was subsequently revised to adapt to the post-Covid environment. This revised strategy had a strategic goal to make Tandridge "the finest parkland course in Surrey, with full membership, a healthy waiting list and consistent demand from societies and visitors."

The key targets in the period from 2019 to our centenary in 2024 were as follows, along with an assessment of where we stand against these targets:

- To determine what a balanced full membership looked like, to achieve this level, and to operate a transparent waiting list.

In part thanks to the post-Covid upsurge in interest in golf, as of May 2025 we have 565 full members, an increase of 23% since 2019 and back to a level last seen in 2008. We have 74 names on the waitlist.

- To focus on the course as our most important asset and the primary driver of member and visitor satisfaction.

From October 2019 to March 2026, we will have spent £3.2 million in capital projects with 89% of this invested on the course and practice facilities, principally on fairway irrigation and bunker remediation.

- To feature in all relevant UK & Ireland Top 100 rankings.

We are ranked number 96 in Golf Monthly's Top 100 GB&I courses, number 68 in Golf World's Top 100 courses in England, number 52 in Today's Golfer's Top 100 inland courses, and number 13 in Golf World's Top 100 GB&I parkland courses, among other similar rankings.

- To review and balance third party revenue generation to reflect the decline in society and corporate golf and to improve member access to the course.
The number of days available for societies was reduced in 2022 from 3 days a week to “Thursdays plus 12 days”. Visitor times have been scheduled to fit around less popular member times, and to attract the increasingly large number of “nomadic golfers” who do not want to become club members.
- To become financially resilient.
We are not there yet. The £3.23 million in capital expenditure mentioned above has been financed from operating surpluses, member levies, donations and insurance claims but also through member bonds and finance leases. Our current level of borrowing is 66% of subscriptions which is well within the 100% limit. However, these existing borrowings are repayable over the next 7 years thus restricting the funds available for further investment in the short term.
- To make our members proud!
In August 2023, an independent survey was conducted to which 419 Tandridge members responded. The Net Promoter Scores (NPS) in every category were higher than the national benchmarks with the both the course and the food and beverage offering ranked number 1 out of over 50 comparable clubs. 87% of Tandridge members said they were extremely or very proud of the club.

3. Where are we now?

Once the bunker remediation project has been completed in March 2026, the only remaining major course project will be to construct a reservoir within the existing greenkeeper's complex. This will only be done if we can raise a commercial bank loan on sufficiently favourable terms.

While there are many small improvements that can and will be made in the clubhouse and around the estate, there are no major projects that are urgent in the short-term.

We need to improve our financial resilience by repaying existing borrowings as they fall due and by steadily building up our cash reserves to provide a greater cushion against unforeseen events.

Given the generous support that members have provided over the past few years, it is the view of the Board that there would be resistance to any further requests for member levies or bonds in the short-term, and there is no intention to make such requests. In addition, with the cost of full membership now approaching £3,000, there is a desire on the part of many members and the Board to keep future annual subscription increases at a reasonable and competitive level.

4. What is happening in the Golf Environment?

The UK golf market is in the midst of fundamental transformation. While overall participation remains high, driven by post-pandemic interest and lifestyle shifts, the structural dynamics of golf club membership are evolving. According to England Golf, mid-tier clubs have lost 14% of members since 2021 and 25% now operate at a loss.

As a Top 100 ranked premium destination for both members and visitors, Tandridge sits between the higher end of the mid-tier category and the lower end of recognised 'premium' clubs. Membership has risen 15% over the same period, and the club has achieved positive operating surpluses every year. However, we must be careful to continue putting the required investment into maintaining the standards that we enjoy on the course and in the clubhouse and not fall into mid-tier obscurity.

There are several important trends within the golf market:

- Pay-as-you-play golf is growing. 67% of UK rounds in 2023 were booked by non-members via apps. Many of today's golfers, especially in the younger age groups, are less willing to commit large sums up front, are more interested in variety and flexibility, and use digital booking platforms and price comparison sites. A significant number of young golfers enter the sport via Urban Golf and simulators.

Tandridge is not going to compete for those looking for low-cost pay-and-play deals, but some of these "nomadic" golfers are priority targets for Tandridge. The 'nomadic golfer' is a concept which is here to stay. Many younger golfers, who are not necessarily attracted by the concept of 'belonging' to a club, would prefer to pay a premium to play a variety of top courses.

- Visitor green fees at the top-end UK clubs have risen significantly since 2019. Open Championship venues and other top-ranked clubs, as well as those that benefit from geographic proximity to those clubs, are able to attract visitors from America and Asia and prices reflect this demand. Although we are not yet a significant presence in this market, the average Tandridge visitor green fee, even allowing for discounts, has risen 86% in this period. Tandridge must continue to be a presence in this market and will adjust green fee pricing as required to take full advantage of these trends. This will be achieved through associations with organisations such as England Golf Travel.
- Traditional golf clubs have always operated with the risk of an ageing membership. The average UK club member is now 60+ years old. Tandridge has been fortunate to have bucked this trend in recent years with 151, or 23%, of our 658 adult playing members under the age of 40. The challenge for a club like ours is to provide an environment, both on and off the course, that meets the needs of the more traditional member while satisfying the aspirations of the younger member.
- Another feature is the development of very high-end premium Clubs. Elite clubs such as Loch Lomond, Wentworth, Queenwood and several others have responded to changing expectations by becoming more like luxury resorts centred around a great golf course. This includes providing first-class food & beverage outlets, on-site gyms, spas, and wellness offerings, hospitality-trained staff, and concierge-level service, technology, and personalisation. Tandridge does not compete for the client who wants this type of club and is willing to pay for it, but there is much we can learn from the service standards at these types of clubs.
- Club Rankings matter more than ever. Top 100 lists published by outlets such as National Club Golfer, Golf Monthly, and Bauer Media now have significant influence on visitor behaviour. International visitors are driven by whether clubs have hosted major championships and by Top 100 rankings.

Tandridge's appearance in many of the Top 100 rankings is a competitive asset but we only appear in one of the GB&I Top 100 rankings, that of Golf Monthly, and even there our position is precarious at 96. We must actively seek to be listed on several of the Top 100 GB&I rankings and to improve our position through continued emphasis on course quality, service standards and facilities.

5. What does this mean for our future strategy?

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, primarily because of financial constraints over the next few years. 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 I - 2026 TO 2030

During this period we will:

1. Allow members to enjoy the significant improvements that have been made to the course before considering any new major projects.
2. Maintain the existing course and clubhouse standards and upgrade wherever possible with minor improvements and attention to detail.
3. Maintain our membership at a level commensurate with reasonable member access to the course, and manage a transparent waitlist of 3 to 5 years.
4. Build up our financial resilience.
5. Maintain and build on our top 100 rankings.
6. Maintain our above-average level of member satisfaction and pride in the club.

The specific action points within this strategy will be to:

COURSE

- Complete the bunker remediation project by March 2026.
- Build a compact reservoir within the greenkeeper complex. Construction of this reservoir will have minimal impact on member access to the course. This project will only be done if we can secure commercial borrowings on sufficiently favourable terms.
- Install Passive Capillary Drainage on the remaining four greens, including the putting green.
- If funding permits, consider implementing smaller projects to improve the remaining pathways, expand teeing areas, and improve the practice facilities, including indoor practice areas.
- Maintain course quality through relentless attention to detail – “World Class Every Day”.
- Continue to encourage sustainability through active woodland management, promoting bio-diversity, and effective water usage.

CLUBHOUSE AND ESTATE

- Continue with the Planned Maintenance programme on all buildings within the estate.
- Maintain, enhance and diversify our existing standards of excellence for food and beverage. Maintain our traditional society and Sunday lunches, but expand the casual and light bite options. Look to expand the social programme possibly including a summer festival week.
- If funding permits, consider smaller improvements to the clubhouse including refurbishing the Gallery Bar and upstairs areas, extending the patio terrace, and upgrading the showers in the men's changing room.
- Improve the car parking areas and estate signage. Enhance the security at the front gates.

MEMBERSHIP

- Consider how to diversify membership offerings for students, younger members, juniors, women, and seniors.
- Continue with the "Women in Golf" initiative to further expand the Ladies section and support the acquisition of new female members with tailored pathways in conjunction with the Professional.
- Look to develop social initiatives aimed at younger members e.g. "the best beer garden in Surrey"

FINANCIAL RESILIENCE

- Maintain subscriptions at a level commensurate with generating the operating surplus needed to repay our financial obligations and maintain the standards of both course and clubhouse.
- This will require careful management of operating costs, prioritisation of capital spending, and an emphasis on increasing third party revenues, both visitor and society green fees, within the existing parameters of member access.
- There is a trade-off inherent in maximising third party revenues. There must be transparency regarding the availability of tee times to members and guests.
- Consider if and when to increase entrance fees above the current level of 2 times the annual subscription to raise further revenue while maintaining a healthy waitlist.
- Repay our borrowings as they fall due which will reduce our existing debt level from 66% of annual subscriptions to around 25% by the end of 2030.
- Gradually build up our year-end cash reserves to levels approaching £400,000 by 2030 and maintain at least at that level to provide greater resilience against unforeseen events.

STAFF

- Continue to employ the best in every area. Enhance both formal and informal training for every staff member to obtain staff commitment to this strategy.

EXTERNAL RELATIONSHIPS

- Continue to partner with the new Head Professional to offer the high standards of coaching and service that members, guests, societies and visitors expect.
- Continue to develop our partnership with Limpsfield Chart GC focused on providing advice and limited assistance where possible to provide Tandridge juniors, seniors, and weekday golfers with alternative playing options while maintaining brand separation.

PHASE 2 - 2031 TO 2035

During this second phase we will look to build on the consolidation in phase 1 and position Tandridge very much at the premium end of the mid-tier segment. Looking this far out, there is little point in being too detailed about specific plans. However, the consolidation of our course and clubhouse improvements over the previous five years, coupled with a much stronger financial position, will mean that Tandridge can look to this second phase with optimism and ambition. In addition to maintaining the action steps in phase 1, this may involve some or all of the following elements of blue-sky thinking.

COURSE

- Complete any remaining elements of the Course Evolution Plan in accordance with our Course Design Policy document. Re-design the 10th and 18th fairways to reduce bottlenecks.
- Continue to promote our Top 100 rankings with panellists, submit evidence of the ongoing course enhancements, and use PR strategy to reinforce Tandridge's visibility.
- Develop our practice facilities using indoor technology to overcome restrictions caused by the length of the driving range. Expand the short-game practice areas.

CLUBHOUSE AND 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.
- Upgrade and modernise the Clubhouse social spaces to appeal to a younger demographic. Refurbish the Gallery Bar, Lounge and outdoor terrace, blending classic English golf club aesthetics with soft-modern comfort – the Soho House vibe.
- Expand and modernise the dining room with better acoustics and furnishings. Consider whether we should re-visit the plans put forward in 2016 to create a separate bar and dining area on the first floor above the dining room, and open up the upstairs terrace.
- Provide business centre type facilities for members including power-enabled work stations and conference call facilities as work patterns continue to evolve.
- Consider off-season third-party functions and light-touch commercial use of the clubhouse.
- Consider whether, and to what extent, we should transition to more of a “country club” offering with expanded food and beverage outlets, a gym, spa and other wellbeing facilities, and a crèche. Is this something that members will want?

THIRD PARTY REVENUE

- Expand database marketing and tee-time technology to build alternative revenue streams from visitors within the existing parameters of availability to preserve member access.
- Target the overseas market by strengthening ties with elite tour operators and by providing concierge levels of service? Can we tie-up with clubs like Royal St Georges and Walton Heath to provide packages for high-end visitors?
- Is there any scope for corporate memberships? This will need to be explored cautiously so as to ensure no dilution of member access.

6. What does Tandridge look like post 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.