GET GOLFING CIO

England & Wales · Charity number 1179513

Details

Status	Registered
Legal form	CIO
Registered	2018-08-10
Register	View on the Charity Commission register

Contact

Address	Redlibbets Golf Club West Yoke Ash Sevenoaks Kent TN15 7HT
Phone	01233630000
Email	accounts@getgolfing.org

Activities

Objects: THE PROMOTION OF COMMUNITY PARTICIPATION IN HEALTHY RECREATION IN PARTICULAR BY THE PROVISION OF FACILITIES FOR THE PLAYING OF GOLF.

Activities: The promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to thecommunity consistent with the principal objective as the Trustees shall in their absolute discretion determine.

Classification

- **How:** Provides Buildings/facilities/open Space
- **What:** Amateur Sport
- **Who:** The General Public/mankind

Geography

- Throughout England

Downloaded from opencharities.uk/ew/1179513

Finances

Period end	Income	Expenditure	Assets	Employees
2024-12-31	£22,093,315	£22,077,528	£2,729,624	497
2023-12-31	£19,127,961	£18,319,684	£2,948,198	450
2022-12-31	£14,675,195	£14,552,667	£2,159,829	320
2021-12-31	£12,252,668	£12,411,252	£948,104	265
2020-12-31	£6,566,672	£5,944,895	£1,106,688	112

Trustees

Name	Role	Appointed
Claerwen Roberts		2025-09-01
David Hugh Jenkins		2024-05-20
JULIAN COVEY		2018-08-10
James North		2025-09-01
Laura Curtis		2025-09-01
Stephen Flanagan		2025-09-01
Therese Swanson		2022-11-29
Tomasz Mazgaj		2025-09-01

Downloaded from opencharities.uk/ew/1179513

GET GOLFING CIO

England & Wales - Charity number 1179513

Accounts

Charity number: 1179513

GET GOLFING CIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2024

GET GOLFING CIO

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 7
Independent auditors' report on the financial statements	8 – 11
Consolidated statement of financial activities	12
Consolidated balance sheet	13
Charity balance sheet	14
Consolidated statement of cash flows	15
Notes to the financial statements	16 - 39

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2024

Trustees	Mr J Covey Mr S Pilbeam (resigned 20 May 2024) Mr I Timberlake (resigned 15 April 2024) Ms T Swanson Mr D Jenkins (appointed 20 May 2024)
Charity registered number	1179513
Principal office	Redlibbets Golf Club Manor Lane Ash, New Ash Green Sevenoaks Kent TN15 7HT
Independent auditors	Magee Gammon Corporate Limited Chartered Accountants & Statutory Auditors Henwood House Henwood Ashford Kent TN24 8DH
Bankers	Metro Bank plc 10 Week Street Maidstone Kent ME14 1RN

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2024

The Trustees present their annual report together with the audited financial statements of the Get Golfing CIO for the year 1 January 2024 to 31 December 2024.

Objectives and activities

a. Policies and objectives

The principal charitable objective of the Charity during the period under review was that of the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to the community consistent with the principal objective as the Trustees shall in their absolute discretion determine.

b. Activities undertaken to achieve objectives

At the start of the year under review the Charity operated twelve leasehold golf facilities.

The Charity acquired the lease of a further one golf venue over the year under review:

Eastbourne Downs was acquired in May 2024.

The Charity continued to invest heavily in improvements to its leasehold sites. Such investment is now proven to drive a virtuous circle by which the improvements generate increased participation, which in turn generate surpluses available for further improvement works and expansion of our community engagement.

c. Public benefits statement

The Trustees confirm that they have had due regard to the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning its future activities. We have increased our contact and meetings with the Charities and Communities Director in order to best support and have oversight of the activations.

Get Golfing CIO was established with the vision of making golf accessible to as many people as possible, while encouraging broader engagement from the local community with its facilities.

In assessing its charitable impact, the organisation considers both the benefit aspect, whether its activities provide measurable positive outcomes, and the public aspect, who those benefits are intended for.

Following the appointment of a new CEO in June 2024, we have significantly strengthened our Community and Charity initiatives. With an increased departmental budget and broader involvement from the wider Get Golfing team, we have been able to further our charitable goals with renewed energy and focus.

The introduction of General Managers at each site, has enabled our Charities and Communities Director to align each location with specific community and charitable objectives while also coordinating shared group-wide activations. This approach has not only enhanced local ownership but also improved internal clarity on how we deliver our mission.

Our team of Community Officers has grown from three in 2023 to seven in 2024. The officers are responsible for two sites or one site in some cases, ensuring that we consistently deliver impactful initiatives within budget.

In addition, Get Golfing CIO has expanded its offerings to include more family-focused and women-only sessions. Recognising the vital role grandparents play in providing informal childcare, we have also launched free golf activities for grandparents and their grandchildren during school holidays. This initiative has been successfully piloted at three sites, with plans now to expand across most of our locations in 2025.

Beneficiaries

The following groups are among those who benefit from the Charity's purpose:

Children
Individuals with disabilities
Women new to the game
Families
Juniors (with free membership available for those aged 18 and under)
Older adults
Vulnerable adults

Achievements and performance

a. Review of activities

The Trustees are pleased to report that activities undertaken within 2024 have built substantially on the success of the preceding financial years.

The charity is almost entirely self funded to deliver its services. It is therefore reliant on its own commercial activities to generate surpluses that can then be deployed to meet its objectives. At this stage in the Charity's evolution, surpluses are invested into facility improvements, its staff and local community engagement.

The re investment into our facilities, plant, and equipment in 2024 amounted to just under £2m, and since commencement, the total value of such investments has exceeded £12m. As the Charity continues to grow, we expect this area of our charitable endeavours to continue to receive the most funding. By investing in our facilities, plant, and equipment, we are able to improve our venues and courses and increase participation in the game of golf. The increased level of funds enable the charity to further improve the services provided to our local communities.

The 2024 season saw further improvements to course conditions and infrastructure. Practices that have been put in place over the last couple of years are starting to pay dividends resulting in a high level of expectation when visiting the sites.

A focus on fundamental elements of the greens department was implemented resulting in improved welfare facilities, irrigation and course drainage. These efforts led to visibly improved course aesthetics and playing conditions, contributing to a stronger reputation for quality across the Get Golfing network and industry.

Investments in machinery have become a critical component in our strategy to maintain and improve course conditions. The purchase of new equipment via Lister Wilder played a pivotal role in all course successes. Our ongoing commitment to upgrading equipment ensures that courses are maintained to high standards.

To continue attracting new participants to the game, particularly those facing economic hardship or living with physical or mental health challenges, we have expanded our Community Officer team. We've brought on individuals with both a golfing background and experience in Special Educational Needs and Disabilities (SEND) and education. Where existing staff lacked relevant expertise, they received tailored training focused on inclusive golf coaching and SEND support.

Get Golfing CIO has also continued the successful growth of our Fun, Food and Golf camps. Recognising the strong link between household disposable income and golf participation, we have partnered closely with local councils and schools to identify areas with high levels of deprivation and schools with a large proportion of pupils eligible for Free School Meals (FSM). This targeted approach enables us to invite children and families who might otherwise be excluded from the sport due to cost. Our HAF (Holiday Activities and Food) camps offer a mix of golf and non-golf activities, providing nutritious meals, recreational opportunities, and hands-on educational experiences. In 2024, we delivered over 6,000 meals through this initiative, with further expansion planned for 2025 across additional venues.

In 2024, we further extended these camps for children eligible for FSM. Research continues to confirm the direct correlation between household income and golf participation, and we also recognise that new golfers are typically introduced to the game through family. Our camps are effectively breaking down these barriers, welcoming children who have traditionally had limited access to golf.

Additionally, Get Golfing CIO has broadened its offerings to include more family-oriented and women-only sessions. Acknowledging the important childcare role grandparents often play, we introduced free golf sessions for grandparents and grandchildren during school holidays. Piloted at three locations, this initiative engaged over 50 grandparents and 76 grandchildren, with expansion planned across more venues in 2025.

Our charity continues to welcome local community groups and charities to use our facilities free of charge. To further enhance inclusivity we provide complimentary teas and coffees to remove any financial hurdles.

In 2024, we proudly hosted our first-ever event for seated golfers in partnership with WheelPower, a charity supporting wheelchair sports. Using a Paragolfer, we enabled individuals with MS and other mobility issues to experience golf, some for the first time, and others returning after many years away. Thirty participants attended, and we covered all event costs, including hot meals. The event also supported social interaction, addressing potential isolation in participants.

We are especially proud of launching and expanding our Memory Cafés in 2024, a new initiative that reflects our continued commitment to supporting communities through golf and beyond. The Memory Cafés support those in the community suffering from Dementia related illnesses. Feeling part of the community as well as access to open space or activities that we can provide in the form of golf on the putting green can be extremely valuable for people with age-related changes in the brain, genetic predispositions, and lifestyle choices.

In addition to compliance training in areas such as food hygiene, fire safety and first aid, in 2024 we supported 15 apprentices across the organisation with topics including greenkeeping, hospitality and food production. We have a further 11 potential apprentices at either initial enquiry stage or waiting to begin their apprenticeship. We have supported internal progression with 10 of our 13 General Managers being appointed from within Get Golfing.

As we continue to take steps to establish an HR and people development function that is fit for purpose for an organisation of our size, the implementation of the following areas are being prioritised:

- The development of our management cohort through a planned and costed annual training programme
- Investing in people development (and succession planning) via the implementation of our 'GM Academy' to develop potential future General Managers from within our existing staff group
- Support for professional development and qualifications through an annual budget and application process

The Trustees consider that the future of all its facilities to be financially secure and they will, in the opinion of the Trustees, provide substantial community benefit into the future.

Notwithstanding the above, the Trustees are mindful of the considerable personal financial challenges its members and visitors are subject to with the current cost of living crisis and inflationary challenges in the UK economy. Wherever possible the Trustees will take steps to mitigate those difficulties, seeking to maintain a balance between the financial sustainability of the Charity and affordability for the facility users.

The Charity continues to seek opportunities to expand the sphere of the benefit it can provide. Since the year end, the Charity has been actively exploring other opportunities, including courses, golf ranges and padel courts.

b. Investment policy and performance

The income and capital of the Charity is solely dedicated to the promotion of the objectives of the Charity. The Trustees expect all and any operating surpluses to be reinvested into the activities of the Charity for the foreseeable future and have no plans to invest externally to the Charity.

Financial review

a. Principal funding

The primary sources of income are income generated from charitable activities of £13,836,724 (2023 : £12,074,710) and income from other trading activities within the trading subsidiary of £8,159,216 (2023 : £6,994,455).

The main expenditure of the Charity is staff costs of £9,323,722 (2023 : £8,132,904).

b. Reserves

Reserves at the year end totalled £4,100,480 (2023 : £3,961,708). After deducting fixed assets and Restricted funds, the free reserves totalled £ -3,189,332 (2023 : £ -3,462,288). These figures are as at 31 December 2024 which is during the quieter season of golfing activity. The Trustees have agreed that during 2025 the charity will build up reserves.

Structure, governance and management

a. Constitution

Get Golfing CIO is a registered charity, number 1179513 and was registered on 10 August 2018.

Get Golfing CIO has three 100% subsidiaries. The active subsidiaries as at the end of the year under review were Get Golfing Trading Limited and Get Golfing Retail Limited. Buckfield Park Limited was dormant throughout the year.

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Trust deed.

Trustees remain in post until they resign or otherwise cease under the provisions of the Charity's constitution. New Trustees are elected by the Trustees in post after undertaking an interview process to ensure skills offered are a good match for the charity. The Trustees who served during the year were as follows:

Mr J Covey
Ms T Swanson
Mr S Pilbeam (resigned 20 May 2024)
Mr I Timberlake (resigned 15 April 2024)
Mr D Jenkins (appointed 20 May 2024)

The Trustees recognise the need to increase the size of the Board as the charity grows. The existing Trustees are actively recruiting for new Trustees over the next twelve months.

c. Organisational structure and decision making policies

Very sadly, our founder and CEO, Ed Richardson, passed away in November 2023. Ed started the charity in 2018 and saw it grow to 12 clubs by November 2023. Over this period he saw the game of golf being enjoyed by groups of people and children who would not traditionally have access to the game and the number of community initiatives the charity provided at its venues increase.

The Trustees initiated a recruitment campaign during which an interim CEO was appointed from the Senior Management Team. Following a thorough recruitment process assisted by a recruitment agency, Chris Morris was appointed as our new CEO on 3 June 2024 with a strong background in sports, leisure and hospitality management and having worked for high profile non-for-profit distribution organisations.

The organisational structure of the charity is evolving under Chris Morris' leadership and as the Charity grows. Trustees make and approve key decisions at Trustee meetings, which are held a minimum of four times per year. Due to the changes in management during the year, Trustees increased their oversight by having more regular meetings to stay abreast of operations.

The CEO meets with the Senior Management Team and General Managers regularly. The Senior Management Team consists of the Chief Financial Officer, Chief People Officer, Charities and Communities Director and Courses Director.

Plans for future periods

Building on its purpose to improve lives through golf, the Charity proudly expanded its operations in May 2024 by leasing an additional golf venue, bringing the total number of venues under its stewardship to thirteen. With a strong commitment to its mission 'to make golf couses and clubhouses accessible to all', the Charity is actively developing a robust management and IT infrastructure designed to support further expansion. This forward-thinking approach will enable the Charity to welcome new venues aligned with its values of collaboration, accountability, respect and enjoyment, and enhance its ability to deliver meaningful and lasting benefits to communities.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

TRUSTEES' REPORT (continued)
FOR THE YEAR ENDED 31 DECEMBER 2024

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Magee Gammon Corporate Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 30 June 2025 and signed on their behalf by:

Ms T Swanson

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO

Opinion

We have audited the financial statements of Get Golfing CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2024 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2024 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:
Based on our understanding of the charity, we have considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011. We evaluated management incentives and opportunities for fraudulent manipulation of the financial statements including management override, and considered that the principal risk was related to the posting of inappropriate journal entries to improve the result before tax for the year.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Procedures performed by the audit team included:

- Discussions with management regarding known or suspected instances of non-compliance with laws and regulations;
- Evaluation of controls designed to prevent and detect irregularities; and
- Assessing journal entries as part of our planned audit approach.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Magee Gammon Corporate Limited
Chartered Accountants & Statutory Auditors
Henwood House
Henwood
Ashford
Kent
TN24 8DH

30 June 2025

Magee Gammon Corporate Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £	*Total funds 2023 £*
Income from:					
Donations and legacies	3	27,597	-	27,597	*40,126*
Charitable activities	4	13,836,724	-	13,836,724	*12,074,710*
Other trading activities	5	8,159,216	-	8,159,216	*6,994,455*
Other income	6	69,778	-	69,778	*58,250*
Total income		22,093,315	-	22,093,315	*19,167,541*
Expenditure on:					
Raising funds	7	6,810,861	-	6,810,861	*6,184,857*
Charitable activities	8	15,266,667	-	15,266,667	*12,179,207*
Total expenditure		22,077,528	-	22,077,528	*18,364,064*
Net movement in funds before other recognised gains/(losses)		15,787	-	15,787	*803,477*
Other recognised gains/(losses):					
Fair value adjustments of fixed assets		122,985	-	122,985	*84,000*
Net movement in funds		138,772	-	138,772	*887,477*
Reconciliation of funds:					
Total funds brought forward		3,961,708	-	3,961,708	*3,074,231*
Net movement in funds		138,772	-	138,772	*887,477*
Total funds carried forward		4,100,480	-	4,100,480	*3,961,708*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 16 to 39 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note		2024 £		2023 £
Fixed assets					
Intangible assets	13		**42,500**		*72,500*
Tangible assets	14		**7,247,313**		*7,351,496*
			7,289,813		*7,423,996*
Current assets					
Stocks	17	**411,232**		*412,377*	
Debtors	18	**2,674,234**		*3,241,802*	
Cash at bank and in hand		**1,130,552**		*676,164*	
		4,216,018		*4,330,343*	
Creditors: amounts falling due within one year	19	**(5,852,415)**		*(6,474,096)*	
Net current liabilities			**(1,636,397)**		*(2,143,753)*
Total assets less current liabilities			**5,653,416**		*5,280,243*
Creditors: amounts falling due after more than one year	20		**(1,552,936)**		*(1,318,535)*
Total net assets			**4,100,480**		*3,961,708*
Charity funds					
Restricted funds	22		**-**		*-*
General funds	22	**3,930,183**		*3,813,036*	
Revaluation reserve		**170,297**		*148,672*	
Total unrestricted funds	22		**4,100,480**		*3,961,708*
Total funds			**4,100,480**		*3,961,708*

The financial statements were approved and authorised for issue by the Trustees on 30 June 2025 and signed on their behalf by:

Ms T Swanson

The notes on pages 16 to 39 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2024

	Note		2024 £		*2023 £*
Fixed assets					
Intangible assets	13		**42,500**		*72,500*
Tangible assets	14		**7,247,313**		*7,351,496*
Investments	15		**3**		*3*
			7,289,816		*7,423,999*
Current assets					
Stocks	17	**122,766**		*113,917*	
Debtors	18	**2,661,276**		*3,241,324*	
Cash at bank and in hand		**1,101,304**		*641,455*	
		3,885,346		*3,996,696*	
Creditors: amounts falling due within one year	19	**(6,892,602)**		*(7,153,962)*	
Net current liabilities			**(3,007,256)**		*(3,157,266)*
Total assets less current liabilities			**4,282,560**		*4,266,733*
Creditors: amounts falling due after more than one year	20		**(1,552,936)**		*(1,318,535)*
Total net assets			**2,729,624**		*2,948,198*
Charity funds					
Restricted funds	22		**-**		*-*
General funds	22	**2,559,327**		*2,799,526*	
Revaluation reserve	22	**170,297**		*148,672*	
Total unrestricted funds	22		**2,729,624**		*2,948,198*
Total funds			**2,729,624**		*2,948,198*

The financial statements were approved and authorised for issue by the Trustees on 30 June 2025 and signed on their behalf by:

Therese Swanson

Ms T Swanson

The notes on pages 16 to 39 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2024

	Note	2024 £	2023 £
Cash flows from operating activities			
Net cash provided by operating activities	24	**1,782,661**	*2,576,678*
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		**38,098**	*7,700*
Purchase of tangible fixed assets		**(1,562,815)**	*(3,677,985)*
Net cash used in investing activities		**(1,524,717)**	**(3,670,285)**
Cash flows from financing activities			
Cash inflows from new borrowing		**500,000**	*1,800,000*
Repayments of borrowing		**(760,000)**	*(1,000,000)*
New finance leases		**1,065,282**	*1,010,747*
Repayments of finance leases		**(608,838)**	*(321,825)*
Net cash provided by financing activities		**196,444**	**1,488,922**
Change in cash and cash equivalents in the year		**454,388**	*395,315*
Cash and cash equivalents at the beginning of the year		**676,164**	*280,849*
Cash and cash equivalents at the end of the year	25	**1,130,552**	*676,164*

The notes on pages 16 to 39 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2024

1. General information

Get Golfing CIO is a charity registered in England and Wales and is incorporated under the Charities Act as a Charitable Incorporated Organisation (CIO). The company number is CE014847 and the charity number is 1179513. The registered address is Henwood House, Henwood, Ashford, Kent, TN24 8DH and the principal place of business is Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Get Golfing CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of financial activities in the same period as the related expenditure.

2.5 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Goodwill	-	20%

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost.

After recognition, under the revaluation model, plant and equipment that are purchased at a nominal sum upon acquisition of a new golf site, whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by the Trustees. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the consolidated statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold improvements	- Over 2/3 of the remaining lease term
Plant and machinery	- 25%
Motor vehicles	- 20% - 25%
Fixtures and fittings	- 12.5% - 20%
Office equipment	- 12.5% - 25%
Software and website	- 25%

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

2. Accounting policies (continued)

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

3. Income from donations and legacies

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total funds 2024 £
Other charitable grants	27,597	-	27,597
Total other grants	**27,597**	**-**	**27,597**

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total funds 2023 £*
Other charitable grants	*546*	*39,580*	*40,126*
Total other grants	***546***	***39,580***	***40,126***

4. Income from charitable activities

	Unrestricted funds 2024 £	Total funds 2024 £
Golf operations	13,801,942	**13,801,942**
Rental income	34,782	**34,782**
Total 2024	13,836,724	**13,836,724**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

4. Income from charitable activities (continued)

	Unrestricted funds 2023	*Total funds 2023*
	£	*£*
Golf operations	*12,032,185*	*12,032,185*
Rental income	*24,239*	*24,239*
Total 2023	*12,074,710*	*12,074,710*

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2024	**Total funds 2024**
	£	**£**
Sales	8,159,216	**8,159,216**
Other income	-	-
	8,159,216	**8,159,216**

	Unrestricted funds 2023	*Total funds 2023*
	£	*£*
Sales	*6,994,375*	*6,994,375*
Other income	*80*	*80*
	6,994,455	*6,994,445*

6. Other incoming resources

	Unrestricted funds 2024	**Total funds 2024**
	£	**£**
Other income	69,778	**69,778**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

6. **Other incoming resources (continued)**

	Unrestricted funds 2023 £	*Total funds 2023 £*
Other income	*58,250*	*58,250*

7. **Expenditure on raising funds**

Other trading expenses

	Unrestricted funds 2024 £	**Total funds 2024 £**
Cost of sales	2,838,719	**2,838,719**
Administration expenses	599,356	**599,356**
Cost of sales staff costs	3,035,507	**3,035,507**
Administration staff costs	337,279	**337,279**
	6,810,861	**6,810,861**

	Unrestricted funds 2023 £	*Total funds 2023 £*
Cost of sales	*2,595,951*	*2,595,951*
Administration expenses	*599,593*	*599,593*
Cost of sales staff costs	*2,780,139*	*2,780,139*
Administration staff costs	*209,174*	*209,174*
	6,184,857	*6,184,857*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2024 £	Restricted funds 2024 £	Total 2024 £
Golf operations	15,266,667	-	15,266,667

	Unrestricted funds 2023 £	*Restricted funds 2023 £*	*Total 2023 £*
Golf operations	*12,134,827*	*44,380*	*12,179,207*

9. Analysis of expenditure by activities

	Activities undertaken directly 2024 £	Support costs 2024 £	Total funds 2024 £
Golf operations	7,105,435	8,161,232	15,266,667

	Activities undertaken directly 2023 £	*Support costs 2023 £*	*Total funds 2023 £*
Golf operations	*6,535,270*	*5,643,937*	*12,179,207*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Golf operations 2024 £	Total funds 2024 £
Support costs	7,307,395	**7,307,395**
Property maintenance	820,837	**820,837**
Governance costs	33,000	**33,000**
Total 2024	8,161,232	**8,161,232**

	Golf operations 2023 £	*Total funds 2023 £*
Support costs	*5,235,615*	*5,235,615*
Property maintenance	*354,360*	*354,360*
Governance costs	*35,962*	*35,962*
Total 2023	*5,643,937*	*5,643,937*

10. Auditors' remuneration

	2024 £	*2023 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**31,505**	*23,725*
Fees payable to the Charity's auditor in respect of:		
Taxation compliance services	**1,495**	*1,475*
Other consultancy services	**-**	-
All non-audit services not included above	**-**	-

11. Staff costs

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Wages and salaries	**8,472,806**	*7,475,571*	**5,608,465**	*5,023,671*
Social security costs	**692,013**	*559,080*	**458,069**	*210,320*
Contribution to defined contribution pension schemes	**158,903**	*98,253*	**105,183**	*36,840*
	9,323,722	*8,132,904*	**6,171,717**	*5,270,831*

The average number of persons employed by the Charity during the year was as follows:

	Group 2024 No.	*Group 2023 No.*	Charity 2024 No.	*Charity 2023 No.*
Employees	**497**	*450*	**497**	*450*

The number of employees whose employee benefits (including employer's national insurance contributions but excluding employer pension costs) exceeded £60,000 was:

	Group 2024 No.	*Group 2023 No.*
In the band £60,001 - £70,000	**2**	*2*
In the band £70,001 - £80,000	**-**	*1*
In the band £80,001 - £90,000	**-**	*1*
In the band £90,001 - £100,000	**1**	*-*
In the band £100,001 - £110,000	**1**	*1*
In the band £110,001 - £120,000	**1**	*-*
In the band £120,001 - £130,000	**1**	*1*
In the band £140,001 - £150,000	**1**	*1*
In the band £260,001 - £270,000	**-**	*1*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

11. Staff costs (continued)

The total employee benefits received by key management personnel during the year was £434,401 (including £48,468 employer's national insurance) (2023 - £588,052 (including £60,295 employer's national insurance)).

12. Trustees' remuneration and expenses

During the year, one Trustee, Mr I Timberlake, received £11,880 in his role as acting CEO of the Charity. None of the other Trustees received any remuneration or other benefits *(2023 - £Nil)*.

During the year ended 31 December 2024, Trustees have incurred expenses of £681 *(2023 - £Nil)*.

13. Intangible assets

Group and Charity

	Goodwill £
Cost	
At 1 January 2024	150,000
At 31 December 2024	150,000
Amortisation	
At 1 January 2024	77,500
Charge for the year	30,000
At 31 December 2024	107,500
Net book value	
At 31 December 2024	42,500
At 31 December 2023	*72,500*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

14. Tangible fixed assets

Group and Charity

	Leasehold improvements £	Plant and equipment £	Motor vehicles £	Office equipment £	Software and website £	Total £
Cost or valuation						
At 1 January 2024	6,218,843	4,068,378	405,860	26,299	260,261	10,979,641
Additions	-	1,407,631	67,852	15,834	71,498	1,562,815
Revaluations		122,985				122,985
Disposals	-	-	(58,394)	-	-	(58,394)
At 31 December 2024	6,218,843	5,598,994	415,318	42,133	331,759	12,607,047
Depreciation						
At 1 January 2024	1,536,702	1,835,894	146,422	12,550	96,577	3,628,145
Charge for the year	409,521	1,145,946	106,722	7,644	75,254	1,745,087
Disposals			(13,498)			(13,498)
At 31 December 2024	1,946,233	2,981,840	239,646	20,194	171,831	5,359,734
Net book value						
At 31 December 2024	4,272,620	2,617,154	175,262	21,939	159,928	7,247,313
At 31 December 2023	*4,682,141*	*2,232,484*	*259,438*	*13,749*	*163,684*	*7,351,496*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

14. Tangible fixed assets (continued)

Plant and machinery includes revalued assets with a net book value of £271,657 (2023 - £148,672). The carrying amount under the cost model of the assets which have been revalued would have been £Nil (2023 - £Nil).

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2024	*2023*
	£	*£*
Plant and equipment	**1,838,589**	*1,414,770*
Motor vehicles	**170,232**	*251,818*
	2,008,821	*1,666,588*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

15. Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
At 1 January 2024	3
At 31 December 2024	3
Net book value	
At 31 December 2024	3
At 31 December 2023	3

Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Principal place of business	Class of shares	Holding	Included in consolidation
Get Golfing Trading Limited	11558440	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Get Golfing Retail Limited	12985275	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Buckfield Park Limited	04027302	Pine Ridge Golf Club Old Bisley Road, Frimley, Camberley, Surrey, GU16 9NX	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit for the period £	Net assets £
Get Golfing Trading Limited	7,391,427	6,223,871	1,167,566	1,167,567
Get Golfing Retail Limited	729,921	526,620	203,301	203,302
Buckfield Park Limited	-	-	-	1

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

16. Parent charity

	2024 £	2023 £
Gross income	13,911,596	12,168,782
Deficit for the year	(1,355,071)	(215,999)

17. Stocks

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Greenkeeping stock not for resale	122,766	113,918	122,766	113,917
Finished goods and goods for resale	288,466	298,459	-	-
	411,232	412,377	122,766	113,917

18. Debtors

	Group 2024 £	Group 2023 £	Charity 2024 £	Charity 2023 £
Due within one year				
Trade debtors	2,212,764	2,832,658	2,212,766	2,832,657
Amounts owed by group undertakings	-	-	-	-
Other debtors	168,350	142,793	168,350	142,793
Prepayments and accrued income	293,120	266,351	280,160	265,874
	2,674,234	3,241,802	2,661,276	3,241,324

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

19. Creditors: Amounts falling due within one year

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Other loans	**60,000**	*260,000*	**60,000**	*260,000*
Trade creditors	**662,783**	*781,736*	**482,685**	*527,909*
Amounts owed to group undertakings	**-**	*-*	**1,227,067**	*933,693*
Other taxation and social security	**228,046**	*329,816*	**228,046**	*329,815*
Obligations under finance lease and hire purchase contracts	**600,923**	*438,880*	**600,923**	*438,880*
Other creditors	**501,815**	*552,301*	**501,814**	*552,301*
Accruals and deferred income	**3,798,849**	*4,111,363*	**3,792,068**	*4,111,364*
	5,852,415	*6,474,096*	**6,892,602**	*7,153,962*

Finance lease and hire purchase contracts are secured on the assets concerned.

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Deferred income at 1 January 2024	**3,138,421**	*2,151,182*	**3,138,421**	*2,151,182*
Resources deferred during the year	**2,817,144**	*3,138,421*	**2,817,144**	*3,138,421*
Amounts released from previous periods	**(3,138,421)**	*(2,151,182)*	**(3,138,421)**	*(2,151,182)*
	2,817,144	*3,138,421*	**2,817,144**	*3,138,421*

20. Creditors: Amounts falling due after more than one year

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Other loans	**480,000**	*540,000*	**480,000**	*540,000*
Net obligations under finance lease and hire purchase contracts	**1,072,936**	*778,535*	**1,072,936**	*778,535*
	1,552,936	*1,318,535*	**1,552,936**	*1,318,535*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

21. Financial instruments

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	1,130,552	*676,164*	1,101,304	*641,455*
Financial assets that are debt instruments measured at amortised cost	2,381,114	*2,975,451*	2,381,116	*2,975,450*

	Group 2024 £	*Group 2023 £*	Charity 2024 £	*Charity 2023 £*
Financial liabilities				
Financial liabilities measured at amortised costs	3,378,457	*3,351,452*	3,198,358	*3,097,625*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand.

Financial assets that are debt instruments measured at amortised cost comprise of trade debtors and other debtors.

Financial liabilities measured at amortised cost comprise of loans, trade creditors, other creditors and obligations under finance lease and hire purchase contracts.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

22. Statement of funds

Statement of funds - current year

	Balance at 1 January 2024 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 December 2024 £
Unrestricted funds					
General Funds	3,813,036	22,093,315	(21,976,168)	-	3,930,183
Fair value reserve	148,672	-	(101,360)	122,985	170,297
	3,961,708	22,093,315	(22,077,528)	122,985	4,100,480
Restricted funds					
The Wellness Community fund	-	-	-	-	-
Arlington Insurance Services - Fun, Food and Golf	-	-	-	-	-
Welwyn and Hatfield - Fun, Food and Golf	-	-	-	-	-
Edesco Ltd - Fun, Food and Golf	-	-	-	-	-
Hertfordshire Community Funding - Fun, Food and Golf	-	-	-	-	-
Hertfordshire Council - Warm Spaces	-	-	-	-	-
Hertfordshire Community Funding - Mother and Daughter initiative	-	-	-	-	-
	-	-	-	-	-
Total of funds	3,961,708	22,093,315	(22,077,528)	122,985	4,100,480

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

22. **Statement of funds (continued)**

Restricted Funds

Mill Green community hub
This grant received was to transform a clubhouse into a community hub that actively engages and provides for those in the community currently feeling isolated, lonely and inactive.

The Wellness Community Fund
This grant received was to hold a Monday night club based at Mill Green. The sessions will have a wide variety of accessible and stimulating activities and become a regular meeting venue for those at risk of social isolation, inactivity and loneliness following the return from Covid-19 pandemic.

Fun, food and golf scheme
The grants received during the year were to help fund the charity's Free School Meals programme during non-term time alongside golf & other enrichment activities at our amazing venues.

Mum and Daughter/child scheme
The grants received were to encourage women of all ages to try golf, a sport that is traditionally male dominated. Free introductory sessions of one to two hours, were made available for women and children and sometimes more specifically, mums and daughters.

Warm spaces scheme
The grant was for charities to use our site for free. Or for groups of people to come and use the space which can include space for a coffee morning, group meet ups and/or a golf session run by someone in community.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

22. **Statement of funds (continued)**

Statement of funds - prior year

	Balance at 1 January 2023 £	*Income* £	*Expenditure* £	*Gains/ (Losses)* £	*Balance at 31 December 2023* £
Unrestricted funds					
General Funds	*2,907,942*	*19,127,961*	*(18,222,867)*	-	*3,813,036*
Fair value reserve	*161,489*	-	*(96,817)*	*84,000*	*148,672*
	3,069,431	*19,127,961*	*(18,319,684)*	*84,000*	*3,961,708*
Restricted funds					
The Wellness Community fund	*4,800*	-	*(4,800)*	-	-
Arlington Insurance Services – Fun, Food and Golf	-	*1,000*	*(1,000)*	-	-
Welwyn and Hatfield – Fun, Food and Golf	-	*7,200*	*(7,200)*	-	-
Edesco Ltd – Fun, Food and Golf	-	*4,880*	*(4,880)*	-	-
Hertfordshire Community Funding – Fun, Food and Golf	-	*24,500*	*(24,500)*	-	-
Hertfordshire Council – Warm Spaces	-	*300*	*(300)*	-	-
Hertfordshire Community Funding – Mother and Daughter Initiative	-	*1,700*	*(1,700)*	-	-
	4,800	*39,580*	*(44,380)*	-	-
Total of funds	*3,074,231*	*19,167,541*	*(18,364,064)*	*84,000*	*3,961,708*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2024 £	Total funds 2024 £
Tangible fixed assets	7,247,313	**7,247,313**
Intangible fixed assets	42,500	**42,500**
Current assets	4,216,018	**4,216,018**
Creditors due within one year	(5,852,415)	**(5,852,415)**
Creditors due in more than one year	(1,552,936)	**(1,552,936)**
Total	4,100,480	**4,100,480**

Analysis of net assets between funds - prior year

	Unrestricted funds 2023 £	*Total funds 2023 £*
Tangible fixed assets	*7,351,496*	*7,351,496*
Intangible fixed assets	*72,500*	*72,500*
Current assets	*4,330,343*	*4,330,343*
Creditors due within one year	*(6,474,096)*	*(6,474,096)*
Creditors due in more than one year	*(1,318,535)*	*(1,318,535)*
Total	*3,961,708*	*3,961,708*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

24. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2024 £	*Group 2023 £*
Net income for the year (as per Statement of Financial Activities)	**15,787**	*803,477*
Adjustments for:		
Depreciation charges	**1,745,087**	*1,528,409*
Amortisation charges	**30,000**	*30,000*
Loss/(profit) on the sale of fixed assets	**6,799**	*(7,700)*
Decrease/(increase) in stocks	**1,144**	*(35,320)*
Decrease/(increase) in debtors	**567,568**	*(1,124,454)*
(Decrease)/increase in creditors	**(583,724)**	*1,382,266*
Net cash provided by operating activities	**1,782,661**	*2,576,678*

25. Analysis of cash and cash equivalents

	Group 2024 £	*Group 2023 £*
Cash in hand	**1,130,552**	*676.164*
Total cash and cash equivalents	**1,130,552**	*676,164*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

26. Analysis of changes in net debt

	At 1 January 2024	Cash flows	New finance leases	At 31 December 2024
	£	£	£	£
Cash at bank and in hand	676,164	454,388	-	1,130,552
Debt due within 1 year	(260,000)	200,000	-	(60,000)
Debt due after 1 year	(540,000)	60,000	-	(480,000)
Finance leases	(1,217,415)	608,838	(1,065,282)	(1,673,859)
	(1,341,251)	1,323,226	(1,065,282)	(1,083,307)

27. Capital commitments

At the year-end date, the charity was committed to spend £Nil (2023 - £Nil) in respect of capital improvement works at its golf clubs.

28. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £158,903 (2023 - £98,254). £65,555 (2023 - £18,496) was payable to the fund at the balance sheet date.

29. Operating lease commitments

At 31 December 2024 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2024	*Group 2023*	Charity 2024	*Charity 2023*
	£	*£*	£	*£*
Not later than 1 year	1,498,826	*1,160,869*	1,498,826	*1,160,869*
Later than 1 year and not later than 5 years	5,591,353	*5,007,813*	5,591,353	*5,007,813*
Later than 5 years	26,550,966	*20,827,239*	26,550,966	*20,827,239*
	33,641,145	*26,995,921*	33,641,145	*26,995,921*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2024

30. Related party transactions

During the year the Group purchased services of £27,350 (2023 - £5,100) from Eagle Golf Services Limited, a company in which Trustee Mr J Covey is a director. The amount owed to Eagle Golf Services Limited at the year end was £Nil (2023 - £1,200).

During the year, the Group purchased services of £10,000 (2023 - £25,000) from Timberlake Sport Limited, a company in which Trustee, Mr I Timberlake is a director. The amount owed to Timberlake Sport Limited at the year end was £Nil (2023 - £Nil).
Mr Timberlake also served as acting CEO of the Charity in February, 2024, for which he received a salary of £11,880.

During the current and previous year, the Group employed Mr R Covey who received a salary consistent with other non-related parties carrying out similar duties at a similar level. Mr R Covey's remuneration represented less than 1% of the Group's staff costs (2023 – less than 1%). Mr R Covey is the son of a Trustee, Mr J Covey.

During the year, the Charity leased sites from Safegolf Limited for £236,141 (2023 - £173,915). Mr N Greenwood is the controlling party of Safegolf Limited and is a close family member of a Trustee, Ms T Swanson.

At the beginning of the year, the Group had a borrowing with Mr N Greenwood of £200,000. This borrowing increased by £500,000 in January 2024 before being paid off in total in the period April to June, 2024. Interest of £22,757 (2023 - £33,649) was paid on the borrowing. The amount owed to Mr N Greenwood at the year end was £Nil (2023 - £200,000).

31. Post balance sheet events

The Charity's active trading subsidiaries have agreed to donate their retained profits for the year ended 31 December 2024 to the Charity.

GET GOLFING CIO

England & Wales - Charity number 1179513

Accounts

Charity number: 1179513

GET GOLFING CIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2023

GET GOLFING CIO

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 6
Independent auditors' report on the financial statements	7 - 10
Consolidated statement of financial activities	11
Consolidated balance sheet	12
Charity balance sheet	13
Consolidated statement of cash flows	14
Notes to the financial statements	15 - 36

GET GOLFING CIO

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2023

Trustees	Mr J Covey Mr S Pilbeam (appointed 25 September 2023, resigned 20 May 2024) Mr I Timberlake (resigned 15 April 2024) Ms T Swanson Mr D Jenkins (appointed 20 May 2024)
Charity registered number	1179513
Principal office	Redlibbets Golf Club Manor Lane Ash, New Ash Green Sevenoaks Kent TN15 7HT
Independent auditors	Magee Gammon Corporate Limited Chartered Accountants & Statutory Auditors Henwood House Henwood Ashford Kent TN24 8DH
Bankers	Metro Bank plc 10 Week Street Maidstone Kent ME14 1RN

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2023

The Trustees present their annual report together with the audited financial statements of the Get Golfing CIO for the 1 January 2023 to 31 December 2023.

Objectives and activities

a. Policies and objectives

The principal charitable objective of the Charity during the period under review, was that of the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to the community consistent with the principal objective as the Trustees shall in their absolute discretion determine.

b. Activities undertaken to achieve objectives

At the start of the year under review the Charity operated nine leasehold golf facilities.

The Charity acquired the lease of a further three golf venues over the year under review:

Winter Hill in April, Tadcaster (Formerly known as Scarthingwell) in July and Cobtree Manor in October.

A further site at Eastbourne was acquired in May 2024.

These venues are an excellent fit for the Charity.

The Charity continued to invest heavily in improvements to its leasehold sites. Such investment is now proven to drive a virtuous circle by which the improvements generate increased participation, which in turn generate surpluses available for further improvement works and expansion of our community engagement.

c. Public Benefits Statement

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities.

Get Golfing CIO was set up with the vision to bring golf to as many people as possible and encourage the wider local community to make use of the facilities.

The charity looks at both the 'benefit aspect' and asks if the purpose is beneficial and the 'public aspect' about who the purpose benefits.

People or groups benefitting from our purpose are;

- Children
- People with disability
- Women who have not accessed the game before
- Families
- Juniors – free membership for 18 and under
- The elderly
- Vulnerable adults

The public benefits in a way that is identifiable through many of our charitable and community works. Such as providing aid (Fun, Food and Golf - FFG) to children on the council HAF schemes who have been identified as in need of support during the school holidays. Get Golfing CIO provide at least one hot meal, a golf session to the children and healthy eating education.

We host local Dementia Cafes on many of our sites and provide free golf sessions to the groups.

We link with local schools to provide free golf sessions and a free meal to the children during term times.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Objectives and activities (continued)

We have expanded our SEN and Disability golf sessions working with local disability groups and local councils and/or schools to help identify people who will benefit from our sessions.

We offer free mum and family golf sessions, sometimes as specific as mum and daughter, to assist wellbeing amongst girls, women, and family relations.

Achievements and performance

a. Review of activities

The Trustees are pleased to report that activities undertaken within 2023 have built substantially on the success of the preceding financial years.

The charity is almost entirely self-funded to deliver its services. It is therefore reliant on its own commercial activities to generate surpluses that can then be deployed to meet its objectives. At this stage in the Charity's evolution, surpluses are invested into facility improvements, its staff and close community engagement.

The re-investment into our facilities in 2023 amounted to just under £2m, and since commencement, the total value of such investments has exceeded £8m. As the Charity continues to grow, we expect this area of our charitable endeavours to continue to receive the most funding. By investing in our facilities we are able to increase participation in the game of golf. The increased level of funds will enable the charity to further improve the services provided to our local communities.

Aside from improvements to our facilities, the charity has year on year increased its community engagement funding. This includes the provision of weekly free group lessons for all sections of the community. Particular attention is paid to attracting the least likely to be naturally drawn to the game. This includes those most economically challenged, as well as those with physical and mental special needs. This requires the recruitment and retention of staff specially trained in golf teaching, as well as SEND qualified educational teachers and social workers.

In 2023 the Charity extended its holiday camps for those children entitled to free school meals. It is recognised that the likelihood of participation of golf has a direct correlation with the amount of disposable income within a household. It is also recognised that golf's new participants in most cases are introduced to the game by their own family. The Charity have started to demonstrate through the operation of these camps that they are attracting children to the game who have traditionally been excluded. These camps include golf and non-golf activities and costs include two cooked meals, other forms of recreation and hands on educational experiences. Roll out of this scheme has seen over 4000 meals delivered in 2023 with 6000 planned for 2024.

With the expansion of our charity team our mum and daughter events have seen 250 attendees and our adopted school visits have seen over 200 children offered a first opportunity to experience golf.

Aside from the Charity's own objectives, it continues to grow stronger links between its individual clubs and their communities. A fundamental belief of the Charity is the importance of building strong relationships with each community regardless of their appetite for golf. The Charity's venues are used to further other local charities within the communities by using our facilities to host their own fund raisers and community services. Such programmes include NHS blood drives and inscription initiatives for donor programmes.

The Trustees consider that the future of all its facilities is now secure as a result. This has, in the opinion of the Trustees, provided substantial community benefit.

Notwithstanding the above, the Trustees are mindful of the considerable personal financial challenges its members and visitors are subject to with the current inflationary cycle in the UK economy. Wherever possible the Trustees will seek to mitigate those difficulties, seeking to maintain a balance between the financial sustainability of the Charity and affordability for the facility users.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Achievements and performance (continued)

The Charity continues to seek opportunities to expand the sphere of the benefit it can provide. Since the year end the Charity has taken a lease on another golf venue and is actively exploring other opportunities.

b. Investment policy and performance

The income and capital of the Charity is solely dedicated to the promotion of the objectives of the Charity. The Trustees expect all and any operating surpluses to be reinvested into the activities of the Charity for the foreseeable future and have no plans to invest externally to the Charity.

Financial review

a. Principal funding

The primary sources of income are income generated from charitable activities of £12,074,710 (2022 : £9,388,587) and income from other trading activities within the trading subsidiary of £6,994,455 (2022 : £5,217,148).

The main expenditure of the Charity is staff costs of £7,554,706 (2022 : £6,108,250).

b. Reserves

Reserves at the year-end totalled £3,961,708 (2022 : £3,074,231). After deducting fixed assets and Restricted funds, the free reserves totalled £-3,462,288 (2022 : £-2,150,988). These figures are as at 31 December 2023 which is during the quieter season of golfing activity. The Trustees have agreed that during 2024 the charity will build up reserves.

Structure, governance and management

a. Constitution

Get Golfing CIO is a registered charity, number 1179513 and was registered on 10 August 2018.

Get Golfing CIO has three 100% subsidiaries. The active subsidiaries as at the end of the year under review were Get Golfing Trading Limited and Get Golfing Retail Limited. Buckfield Park Limited was dormant throughout the year.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Structure, governance and management (continued)

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Trust deed.

Trustees remain in post until they resign or otherwise cease under the provisions of the Charity's constitution. New Trustees are elected by the Trustees in post after undertaking an interview process to ensure skills offered are a good match for the charity. The Trustees who served during the year were as follows:

Mr J Covey
Ms T Swanson
Mr S Pilbeam (resigned 20 May 2024)
Mr I Timberlake (resigned 15 April 2024)
Mr D Jenkins (appointed 20 May 2024)

The Trustees recognise the need to increase the size of the Board as the charity grows. The existing Trustees are actively recruiting for new Trustees over the next twelve months.

c. Organisational structure and decision-making policies

Very sadly, our founder and CEO, Ed Richardson, passed away in November 2023. Ed started the charity in 2018 and saw it grow to 12 clubs by November 2023. Over this period he saw the game of golf being enjoyed by groups of people and children who would not traditionally have access to the game and the number of community initiatives the charity provided at its venues increase.

The Trustees initiated a recruitment campaign during which an interim CEO was appointed from the Senior Management Team. Following a thorough recruitment process assisted by a recruitment agency, Chris Morris was appointed as our new CEO on 3 June 2024 and looks forward to working with the charity to continue the charity work our founder started.

The organisational structure of the charity is developing as the Charity grows. Trustees make key decisions at Trustee meetings, which are held a minimum of four times per year. Due to the changes in management during the year, Trustees increased their oversight of the charity by having more regular meetings with the interim CEO in order to stay abreast of operations.

The CEO meets with the Senior Management Team regularly. The Senior Management Team consists of the Director of Charities, Communities and Apprenticeships, Group Sales and Marketing Director, Commercial and Systems Director, Director of Clubhouse Operations and Director of Golf Courses.

Plans for future periods

As indicated above, the Charity has taken the lease of four further golf venues, bringing the number of venues being operated by the Charity to thirteen. The Charity is continuing to work hard on creating a management and IT infrastructure that will be capable of allowing the Charity to take on further golf venues of a character appropriate to its objectives and to facilitate the delivery of the maximum possible community benefit.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2023

Statement of Trustees' responsibilities (CONTINUED)

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Magee Gammon Corporate Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 1 July 2024 and signed on their behalf by:

_____

Ms T Swanson

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO

Opinion

We have audited the financial statements of Get Golfing CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2023 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2023 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:
Based on our understanding of the charity, we have considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011. We evaluated management incentives and opportunities for fraudulent manipulation of the financial statements including management override, and considered that the principal risk was related to the posting of inappropriate journal entries to improve the result before tax for the year.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Procedures performed by the audit team included:

- Discussions with management regarding known or suspected instances of non-compliance with laws and regulations;
- Evaluation of controls designed to prevent and detect irregularities; and
- Assessing journal entries as part of our planned audit approach.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.

Magee Gammon Corporate Limited
Chartered Accountants & Statutory Auditors
Henwood House
Henwood
Ashford
Kent
TN24 8DH

26 September 2024

Magee Gammon Corporate Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £	*Total funds 2022 £*
Income from:					
Donations and legacies	3	**546**	**39,580**	**40,126**	*38,620*
Charitable activities	4	**12,074,710**	**-**	**12,074,710**	*9,388,587*
Other trading activities	5	**6,994,455**	**-**	**6,994,455**	*5,217,148*
Other income	6	**58,250**	**-**	**58,250**	*30,840*
Total income		**19,127,961**	**39,580**	**19,167,541**	*14,675,195*
Expenditure on:					
Raising funds	7	**6,184,857**	**-**	**6,184,857**	*4,352,350*
Charitable activities	8	**12,134,827**	**44,380**	**12,179,207**	*10,200,317*
Total expenditure		**18,319,684**	**44,380**	**18,364,064**	*14,552,667*
Net movement in funds before other recognised gains/(losses)		**808,277**	**(4,800)**	**803,477**	*122,528*
Other recognised gains/(losses):					
Fair value adjustments of fixed assets		**84,000**	**-**	**84,000**	*57,630*
Net movement in funds		**892,277**	**(4,800)**	**887,477**	*180,158*
Reconciliation of funds:					
Total funds brought forward		**3,069,431**	**4,800**	**3,074,231**	*2,894,073*
Net movement in funds		**892,277**	**(4,800)**	**887,477**	*180,158*
Total funds carried forward		**3,961,708**	**-**	**3,961,708**	*3,074,231*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 15 to 36 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note		2023 £		*2022* *£*
Fixed assets					
Intangible assets	13		**72,500**		*102,500*
Tangible assets	14		**7,351,496**		*5,117,919*
			7,423,996		*5,220,419*
Current assets					
Stocks	17	**412,377**		*377,056*	
Debtors	18	**3,241,802**		*2,117,348*	
Cash at bank and in hand		**676,164**		*280,849*	
		4,330,343		*2,775,253*	
Creditors: amounts falling due within one year	19	**(6,474,096)**		*(4,581,360)*	
Net current liabilities			**(2,143,753)**		*(1,806,107)*
Total assets less current liabilities			**5,280,243**		*3,414,312*
Creditors: amounts falling due after more than one year	20		**(1,318,535)**		*(340,081)*
Total net assets			**3,961,708**		*3,074,231*
Charity funds					
Restricted funds	22		**-**		*4,800*
Unrestricted funds					
General funds	22	**3,813,036**		*2,907,942*	
Revaluation reserve		**148,672**		*161,489*	
Total unrestricted funds	22		**3,961,708**		*3,069,431*
Total funds			**3,961,708**		*3,074,231*

The financial statements were approved and authorised for issue by the Trustees on 01 July 2024 and signed on their behalf by:

Ms T Swanson

The notes on pages 15 to 36 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2023

	Note		2023 £		*2022* *£*
Fixed assets					
Intangible assets	13		**72,500**		*102,500*
Tangible assets	14		**7,351,496**		*5,117,919*
Investments	15		**3**		*3*
			7,423,999		*5,220,422*
Current assets					
Stocks	17	**113,917**		*108,557*	
Debtors	18	**3,241,324**		*2,172,546*	
Cash at bank and in hand		**641,455**		*268,366*	
		3,996,696		*2,549,469*	
Creditors: amounts falling due within one year	19	**(7,153,962)**		*(5,269,981)*	
Net current liabilities			**(3,157,266)**		*(2,720,512)*
Total assets less current liabilities			**4,266,733**		*2,499,910*
Creditors: amounts falling due after more than one year	20		**(1,318,535)**		*(340,081)*
Total net assets			**2,948,198**		*2,159,829*
Charity funds					
Restricted funds	22		**-**		*4,800*
Unrestricted funds					
General funds	22	**2,799,526**		*1,993,540*	
Revaluation reserve	22	**148,672**		*161,489*	
Total unrestricted funds	22		**2,948,198**		*2,155,029*
Total funds			**2,948,198**		*2,159,829*

The financial statements were approved and authorised for issue by the Trustees on 01 July 2024 and signed on their behalf by:

Ms T Swanson

The notes on pages 15 to 36 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2023

	Note	2023 £	*2022 £*
Cash flows from operating activities			
Net cash provided by operating activities	24	**2,576,678**	*1,670,074*
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		**7,700**	*14,649*
Purchase of tangible fixed assets		**(3,677,985)**	*(2,810,775)*
Net cash used in investing activities		**(3,670,285)**	**(2,796,126)**
Cash flows from financing activities			
Cash inflows from new borrowing		**1,800,000**	-
Repayments of borrowing		**(1,000,000)**	-
New finance leases		**1,010,747**	*424,033*
Repayments of finance leases		**(321,825)**	*(133,635)*
Net cash provided by financing activities		**1,488,922**	**290,398**
Change in cash and cash equivalents in the year		**395,315**	**(835,654)**
Cash and cash equivalents at the beginning of the year		**280,849**	*1,116,503*
Cash and cash equivalents at the end of the year	25	**676,164**	*280,849*

The notes on pages 15 to 36 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

1. General information

Get Golfing CIO is a charity registered in England and Wales and is incorporated under the Charities Act as a Charitable Incorporated Organisation (CIO). The company number is CE014847 and the charity number is 1179513. The registered address is Henwood House, Henwood, Ashford, Kent, TN24 8DH and the principal place of business is Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Get Golfing CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of financial activities in the same period as the related expenditure.

2.5 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Goodwill	-	20 %

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £2500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost.

After recognition, under the revaluation model, plant and equipment that are purchased at a nominal sum upon acquisition of a new golf site, whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by the Trustees. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the consolidated statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold improvements	- Over 2/3 of the remaining lease term
Plant and machinery	- 25%
Motor vehicles	- 20% - 25%
Fixtures and fittings	- 12.5% - 20%
Office equipment	- 12.5% - 25%
Software and website	- 25%

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as ‘Gains/(Losses) on investments’ in the consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. Accounting policies (continued)

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

3. Income from donations and legacies

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total funds 2023 £
Coronavirus business support grants	-	-	**-**
Other charitable grants	546	39,580	**40,126**
Total other grants	546	39,580	**40,126**
	546	39,580	**40,126**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Government grants			
Coronavirus job retention scheme grants	*6,000*	*-*	*6,000*
Coronavirus business support grants	*-*	*19,600*	*19,600*
Charitable grants	-	-	-
Total government grants	*6,000*	*19,600*	*25,600*
Other charitable grants	*4,720*	*8,300*	*13,020*
Total other grants	*4,720*	*8,300*	*13,020*
	10,720	*27,900*	*38,620*

4. Income from charitable activities

	Unrestricted funds 2023 £	Total funds 2023 £
Golf operations	12,032,185	**12,032,185**
Rental income	42,525	**42,525**
Total 2023	12,074,710	**12,074,710**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

4. Income from charitable activities (continued)

	Unrestricted funds 2022 £	*Total funds 2022 £*
Golf operations	*9,364,348*	*9,364,348*
Rental income	*24,239*	*24,239*
Total 2022	*9,388,587*	*9,388,587*

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2023 £	**Total funds 2023 £**
Sales	6,994,375	**6,994,375**
Other income	80	**80**
	6,994,455	**6,994,455**

	Unrestricted funds 2022 £	*Total funds 2022 £*
Sales	*5,217,148*	*5,217,148*

6. Other incoming resources

	Unrestricted funds 2023 £	**Total funds 2023 £**
Other income	58,250	**58,250**

6. Other incoming resources (continued)

	Unrestricted funds 2022 £	*Total funds 2022 £*
Other income	*30,840*	*30,840*

7. Expenditure on raising funds

Other trading expenses

	Unrestricted funds 2023 £	**Total funds 2023 £**
Cost of sales	2,595,951	**2,595,951**
Administration expenses	599,593	**599,593**
Cost of sales staff costs	2,780,139	**2,780,139**
Administration staff costs	209,174	**209,174**
	6,184,857	**6,184,857**

	Unrestricted funds 2022 £	*Total funds 2022 £*
Cost of sales	*1,869,557*	*1,869,557*
Administration expenses	*416,347*	*416,347*
Cost of sales staff costs	*1,783,061*	*1,783,061*
Administration staff costs	*283,385*	*283,385*
	4,352,350	*4,352,350*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2023 £	Restricted funds 2023 £	Total 2023 £
Golf operations	12,134,827	44,380	**12,179,207**

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total 2022 £*
Golf operations	*10,177,217*	*23,100*	*10,200,317*

9. Analysis of expenditure by activities

	Activities undertaken directly 2023 £	Support costs 2023 £	Total funds 2023 £
Golf operations	6,535,270	5,643,937	**12,179,207**

	Activities undertaken directly 2022 £	*Support costs 2022 £*	*Total funds 2022 £*
Golf operations	*5,608,974*	*4,591,343*	*10,200,317*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

9. Analysis of expenditure by activities (continued)

Analysis of support costs

	Golf operations 2023 £	Total funds 2023 £
Support costs	5,253,615	**5,253,615**
Property maintenance	354,360	**354,360**
Governance costs	35,962	**35,962**
Total 2023	5,643,937	**5,643,937**

	Golf operations 2022 £	*Total funds 2022 £*
Support costs	*4,067,468*	*4,067,468*
Property maintenance	*499,875*	*499,875*
Governance costs	*24,000*	*24,000*
Total 2022	*4,591,343*	*4,591,343*

10. Auditors' remuneration

	2023 £	*2022 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**25,200**	*22,700*
Fees payable to the Charity's auditor in respect of:		
Taxation compliance services	**-**	*1,425*
Other consultancy services	**-**	*30,000*
All non-audit services not included above	**-**	*1,157*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

11. Staff costs

	Group 2023 £	*Group 2022 £*	**Charity 2023 £**	*Charity 2022 £*
Wages and salaries	**7,475,571**	*5,827,578*	**5,023,671**	*3,950,414*
Social security costs	**559,080**	*510,984*	**210,320**	*349,832*
Contribution to defined contribution pension schemes	**98,253**	*82,175*	**36,840**	*54,045*
	8,132,904	*6,420,737*	**5,270,831**	*4,354,291*

The average number of persons employed by the Charity during the year was as follows:

	Group 2023 No.	*Group 2022 No.*	**Charity 2023 No.**	*Charity 2022 No.*
Employees	**450**	*320*	**450**	*289*

The number of employees whose employee benefits (including employer's national insurance contributions but excluding employer pension costs) exceeded £60,000 was:

	Group 2023 No.	*Group 2022 No.*
In the band £60,001 - £70,000	**2**	*1*
In the band £70,001 - £80,000	**1**	*1*
In the band £80,001 - £90,000	**1**	-
In the band £90,001 - £100,000	**-**	*2*
In the band £100,001 - £110,000	**1**	-
In the band £120,001 - £130,000	**1**	*1*
In the band £140,001 - £150,000	**1**	-
In the band £260,001 - £270,000	**1**	-
In the band £290,001 - £300,000	**-**	*1*

The total employee benefits received by key management personnel during the year was £588,052 (including £60,295 employer's national insurance) (2022 - £293,456 (including £35,720 employer's national insurance)).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2022 - £NIL)*.

During the year ended 31 December 2023, no Trustee expenses have been incurred *(2022 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

13. Intangible assets

Group and Charity

	Goodwill £
Cost	
At 1 January 2023	**150,000**
At 31 December 2023	**150,000**
Amortisation	
At 1 January 2023	**47,500**
Charge for the year	**30,000**
At 31 December 2023	**77,500**
Net book value	
At 31 December 2023	**72,500**
At 31 December 2022	*102,500*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

14. Tangible fixed assets

Group and Charity

	Leasehold improvements £	Plant and equipment £	Motor vehicles £	Office equipment £	Software and website £	Total £
Cost or valuation						
At 1 January 2023	**4,283,172**	**2,425,732**	**301,577**	**26,299**	**180,877**	**7,217,657**
Additions	**1,935,671**	**1,558,646**	**104,283**	**-**	**79,384**	**3,677,984**
Revaluations	**-**	**84,000**	**-**	**-**	**-**	**84,000**
At 31 December 2023	**6,218,843**	**4,068,378**	**405,860**	**26,299**	**260,261**	**10,979,641**
Depreciation						
At 1 January 2023	**1,009,797**	**985,135**	**56,959**	**7,362**	**40,485**	**2,099,738**
Charge for the year	**526,905**	**850,759**	**89,463**	**5,188**	**56,092**	**1,528,407**
At 31 December 2023	**1,536,702**	**1,835,894**	**146,422**	**12,550**	**96,577**	**3,628,145**
Net book value						
At 31 December 2023	**4,682,141**	**2,232,484**	**259,438**	**13,749**	**163,684**	**7,351,496**
At 31 December 2022	*3,273,375*	*1,440,597*	*244,618*	*18,937*	*140,392*	*5,117,919*

Plant and machinery includes revalued assets with a net book value of £148,672 (2022 - £161,489). The carrying amount under the cost model of the assets which have been revalued would have been £Nil (2022 - £Nil).

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2023 £	*2022 £*
Plant and equipment	**1,414,770**	*533,580*
Motor vehicles	**251,818**	*231,904*
	1,666,588	*765,484*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

15. Fixed asset investments

Charity	Investments in subsidiary companies £
Cost or valuation	
At 1 January 2023	**3**
At 31 December 2023	**3**
Net book value	
At 31 December 2023	**3**
At 31 December 2022	*3*

Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Principal place of business	Class of shares	Holding	Included in consolidation
Get Golfing Trading Limited	11558440	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Get Golfing Retail Limited	12985275	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Buckfield Park Limited	04027302	Pine Ridge Golf Club Old Bisley Road, Frimley, Camberley, Surrey, GU16 9NX	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit for the period £	Net assets £
Get Golfing Trading Limited	**6,374,248**	**5,525,054**	**849,194**	**849,195**
Get Golfing Retail Limited	**620,208**	**449,925**	**170,283**	**164,317**
Buckfield Park Limited	**-**	**-**	**-**	**1**

16. Parent charity

	2023 £	*2022* *£*
Gross income	**12,168,782**	*9,829,771*
Surplus / (deficit) for the year	**768,952**	*(352,520)*

17. Stocks

	Group 2023 £	*Group* *2022* *£*	Charity 2023 £	*Charity* *2022* *£*
Greenkeeping stock not for resale	**113,918**	*108,557*	**113,917**	*108,557*
Finished goods and goods for resale	**298,459**	*268,499*	**-**	*-*
	412,377	*377,056*	**113,917**	*108,557*

18. Debtors

	Group 2023 £	*Group* *2022* *£*	Charity 2023 £	*Charity* *2022* *£*
Due within one year				
Trade debtors	**2,832,658**	*1,629,271*	**2,832,657**	*1,629,271*
Amounts owed by group undertakings	**-**	*-*	**-**	*55,259*
Other debtors	**142,793**	*144,223*	**142,793**	*144,163*
Prepayments and accrued income	**266,351**	*343,854*	**265,874**	*343,853*
	3,241,802	*2,117,348*	**3,241,324**	*2,172,546*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

19. Creditors: Amounts falling due within one year

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Other loans	**260,000**	*-*	**260,000**	*-*
Trade creditors	**781,736**	*786,381*	**527,909**	*619,432*
Amounts owed to group undertakings	**-**	*-*	**933,693**	*856,232*
Other taxation and social security	**329,816**	*237,094*	**329,815**	*236,431*
Obligations under finance lease and hire purchase contracts	**438,880**	*188,410*	**438,880**	*188,410*
Other creditors	**552,301**	*626,834*	**552,301**	*626,834*
Accruals and deferred income	**4,111,363**	*2,742,641*	**4,111,364**	*2,742,642*
	6,474,096	*4,581,360*	**7,153,962**	*5,269,981*

Finance lease and hire purchase contracts are secured on the assets concerned.

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Deferred income at 1 January 2023	**2,151,182**	*1,922,131*	**2,151,182**	*1,922,131*
Resources deferred during the year	**3,138,421**	*2,151,182*	**3,138,421**	*2,151,182*
Amounts released from previous periods	**(2,151,182)**	*(1,922,131)*	**(2,151,182)**	*(1,922,131)*
	3,138,421	*2,151,182*	**3,138,421**	*2,151,182*

20. Creditors: Amounts falling due after more than one year

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Other loans	**540,000**	*-*	**540,000**	*-*
Net obligations under finance lease and hire purchase contracts	**778,535**	*340,081*	**778,535**	*340,081*
	1,318,535	*340,081*	**1,318,535**	*340,081*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

21. Financial instruments

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	**676,164**	*2,056,516*	**641,455**	*2,043,902*

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Financial liabilities				
Other financial liabilities measured at fair value through income and expenditure	**1,144,144**	*836,791*	**885,672**	*667,669*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand, trade debtors and other debtors.

Other financial liabilities measured at fair value through income and expenditure comprise trade creditors and other creditors.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

22. Statement of funds

Statement of funds - current year

	Balance at 1 January 2023 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 December 2023 £
Unrestricted funds					
General Funds	**2,907,942**	**19,127,961**	**(18,222,867)**	**-**	**3,813,036**
Fair value reserve	**161,489**	**-**	**(96,817)**	**84,000**	**148,672**
	3,069,431	**19,127,961**	**(18,319,684)**	**84,000**	**3,961,708**
Restricted funds					
The Wellness Community fund	**4,800**	**-**	**(4,800)**	**-**	**-**
Arlington Insurance Services - Fun, Food and Golf	**-**	**1,000**	**(1,000)**	**-**	**-**
Welwyn and Hatfield - Fun, Food and Golf	**-**	**7,200**	**(7,200)**	**-**	**-**
Edesco Ltd - Fun, Food and Golf	**-**	**4,880**	**(4,880)**	**-**	**-**
Hertfordshire Community Funding - Fun, Food and Golf	**-**	**24,500**	**(24,500)**	**-**	**-**
Hertfordshire Council - Warm Spaces	**-**	**300**	**(300)**	**-**	**-**
Hertfordshire Community Funding - Mother and Daughter initiative	**-**	**1,700**	**(1,700)**	**-**	**-**
	4,800	**39,580**	**(44,380)**	**-**	**-**
Total of funds	**3,074,231**	**19,167,541**	**(18,364,064)**	**84,000**	**3,961,708**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2023

22. Statement of funds (continued)

Restricted Funds

Mill Green community hub
This grant received was to transform a clubhouse into a community hub that actively engages and provides for those in the community currently feeling isolated, lonely and inactive.

The Wellness Community Fund
This grant received was to hold a Monday night club based at Mill Green. The sessions will have a wide variety of accessible and stimulating activities and become a regular meeting venue for those at risk of social isolation, inactivity and loneliness following the return from Covid-19 pandemic.

Fun, food and golf scheme
The grants received during the year were to help fund the charity's Free School Meals programme during non-term time alongside golf & other enrichment activities at our amazing venues.

Mum and Daughter/child scheme
The grants received were to encourage women of all ages to try golf, a sport that is traditionally male dominated. Free introductory sessions of one to two hours, were made available for women and children and sometimes more specifically, mums and daughters.

Warm spaces scheme
The grant was for charities to use our site for free. Or for groups of people to come and use the space which can include space for a coffee morning, group meet ups and/or a golf session run by someone in community.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

22. Statement of funds (continued)

Statement of funds - prior year

	Balance at 1 January 2022 £	*Income* £	*Expenditure* £	*Gains/ (Losses)* £	*Balance at 31 December 2022* £
Unrestricted funds					
General Funds	*2,697,087*	*14,647,295*	*(14,436,440)*	*-*	*2,907,942*
Fair value reserve	*196,986*	*-*	*(93,127)*	*57,630*	*161,489*
	2,894,073	*14,647,295*	*(14,529,567)*	*57,630*	*3,069,431*
Restricted funds					
Mill Green community hub	*-*	*3,500*	*(3,500)*	*-*	*-*
The Wellness Community fund	*-*	*4,800*	*-*	*-*	*4,800*
Fun, food and golf scheme	*-*	*19,600*	*(19,600)*	*-*	*-*
	-	*27,900*	*(23,100)*	*-*	*4,800*
Total of funds	*2,894,073*	*14,675,195*	*(14,552,667)*	*57,630*	*3,074,231*

23. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2023 £	**Total funds 2023** £
Tangible fixed assets	7,351,496	**7,351,496**
Intangible fixed assets	72,500	**72,500**
Current assets	4,330,343	**4,330,343**
Creditors due within one year	(6,474,096)	**(6,474,096)**
Creditors due in more than one year	(1,318,535)	**(1,318,535)**
Total	3,961,708	**3,961,708**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

23. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	Unrestricted funds 2022 £	*Restricted funds 2022 £*	*Total funds 2022 £*
Tangible fixed assets	*5,117,919*	-	*5,117,919*
Intangible fixed assets	*102,500*	-	*102,500*
Current assets	*2,775,253*	-	*2,775,253*
Creditors due within one year	*(4,581,360)*	-	*(4,581,360)*
Creditors due in more than one year	*(340,081)*	-	*(340,081)*
Total	*3,074,231*	-	*3,074,231*

24. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2023 £	*Group 2022 £*
Net income for the year (as per Statement of Financial Activities)	**803,477**	*122,528*
Adjustments for:		
Depreciation charges	**1,528,409**	*1,222,758*
Amortisation charges	**30,000**	*30,000*
Loss/(profit) on the sale of fixed assets	**(7,700)**	*19,838*
Increase in stocks	**(35,320)**	*(83,255)*
Increase in debtors	**(1,124,454)**	*(281,542)*
Increase in creditors	**1,382,266**	*639,747*
Net cash provided by operating activities	**2,576,678**	*1,670,074*

25. Analysis of cash and cash equivalents

	Group 2023 £	*Group 2022 £*
Cash in hand	**676,164**	*280,849*
Total cash and cash equivalents	**676,164**	*280,849*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

26. Analysis of changes in net debt

	At 1 January 2023 £	Cash flows £	New finance leases £	At 31 December 2023 £
Cash at bank and in hand	**280,849**	**395,315**	**-**	**676,164**
Debt due within 1 year	**-**	**(260,000)**	**-**	**(260,000)**
Debt due after 1 year	**-**	**(540,000)**	**-**	**(540,000)**
Finance leases	**(528,491)**	**321,823**	**(1,010,747)**	**(1,217,415)**
	(247,642)	**(82,862)**	**(1,010,747)**	**(1,341,251)**

27. Capital commitments

At the year-end date, the charity was committed to spend £Nil (2022 - £1.28m) in respect of capital improvement works at one of its golf clubs.

28. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £98,254 (2022 - £82,175). £18,496 (2022 - £13,178) was payable to the fund at the balance sheet date.

29. Operating lease commitments

At 31 December 2023 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2023 £	*Group 2022 £*	Charity 2023 £	*Charity 2022 £*
Not later than 1 year	**1,160,869**	*990,337*	**1,160,869**	*990,337*
Later than 1 year and not later than 5 years	**5,007,813**	*3,344,770*	**5,007,813**	*3,344,770*
Later than 5 years	**20,827,239**	*18,639,224*	**20,827,239**	*18,639,224*
	26,995,921	*22,974,331*	**26,995,921**	*22,974,331*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2023

30. Related party transactions

During the year the Group purchased services of £5,100 (2022 - £5,400) from Eagle Golf Services Limited, a company in which Trustee Mr J Covey is a director. The amount owed to Eagle Golf Services Limited at the year end was £1,200 (2022 - £1,200).

During the year, the Group purchased services of £25,000 (2022 - £5,000) from Timberlake Sport Limited, a company in which Trustee, Mr I Timberlake is a director. The amount owed to Timberlake Sport Limited at the year end was £Nil (2022 - £Nil).

During the current and previous year, the Group employed Mr R Covey who received a salary consistent with other non-related parties carrying out similar duties at a similar level. Mr R Covey's remuneration represented less than 1% of the Group's staff costs (2022 – less than 1%). Mr R Covey is the son of a Trustee, Mr J Covey.

During the year, the Charity leased sites from Safegolf Limited for £173,915 (2022 - £48,736). Mr N Greenwood is the controlling party of Safegolf Limited and is a close family member of a Trustee, Ms T Swanson.

During the year the Group borrowed £1.2m (2022 - £500,000) from Mr N Greenwood and interest of £33,649 (2022 - £21,227) was paid thereon. The amount owed to Mr N Greenwood at the year end was £200,000 (2022 - £Nil).

31. Post balance sheet events

The Charity's active trading subsidiaries have agreed to donate their retained profits for the year ended 31 December 2023 to the Charity.

GET GOLFING CIO

England & Wales - Charity number 1179513

Accounts

Charity number: 1179513

GET GOLFING CIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2022

GET GOLFING CIO

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 5
Independent auditors' report on the financial statements	6 - 9
Consolidated statement of financial activities	10
Consolidated balance sheet	11
Charity balance sheet	12
Consolidated statement of cash flows	13
Notes to the financial statements	14 - 35

GET GOLFING CIO

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2022

Trustees	Mr J Covey Mr S Pilbeam (appointed 25 September 2023, resigned 29 November 2022) Mr I Timberlake Ms T Swanson (appointed 29 November 2022)
Charity registered number	1179513
Principal office	Redlibbets Golf Club Manor Lane Ash, New Ash Green Sevenoaks Kent TN15 7HT
Independent auditors	Magee Gammon Corporate Limited Chartered Accountants & Statutory Auditors Henwood House Henwood Ashford Kent TN24 8DH
Bankers	Metro Bank plc 10 Week Street Maidstone Kent ME14 1RN

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2022

The Trustees present their annual report together with the audited financial statements of the Get Golfing CIO for the year 1 January 2022 to 31 December 2022.

Objectives and activities

a. Policies and objectives

The principal charitable objective of the Charity during the period under review, was that of the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to the community consistent with the principal objective as the Trustees shall in their absolute discretion determine.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities.

b. Activities undertaken to achieve objectives

At the start of the year under review the Charity operated nine leasehold golf facilities.

During the first quarter of the year general trading and charitable endeavours remained challenged by the ongoing circumstances surrounding Covid.

The Charity acquired the lease of a further golf facility in May 2022. Consistent with the Charity's model for operation turnaround this was a distressed golf site that had lost its way. It was thus an excellent fit for the Charity.

The Charity continued to invest heavily in improvements to its leasehold sites. Such investment is now proven to drive a virtuous circle by which the improvements generate increased participation, which in turn generate surpluses available for further improvement works and expansion of our community engagement.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Achievements and performance

a. Review of activities

The Trustees are pleased to report that, the activities undertaken have built substantially on the success of the preceding financial years.

The charity is almost entirely self-funded and does not rely upon donations or grants (government or otherwise) to deliver its services. It is therefore reliant on its own commercial activities to generate surpluses that can then be deployed to meet its objectives. At this stage in the Charity's evolution, surpluses are invested into facility improvements and close community engagement.

The investment into our facilities in 2022 amounted to a little over £2m, and since commencement, the total value of such investments has exceeded £6m. As the Charity continues to grow, we expect this area of our charitable endeavours to continue to receive the most funding.

Aside from improvements to our facilities, the charity has year on year increased its community engagement funding. This includes the provision of weekly free group lessons for all sections of the community. Particular attention is paid to attracting the least likely to be naturally drawn to the game. This includes those most economically challenged, as well as those with physical and mental special needs. This requires the recruitment and retention of staff specially trained in golf teaching, as well as SEND qualified educational teachers and social workers.

In 2022 the Charity extended its holiday camps for those children entitled to free school meals. It is recognised that the likelihood of participation of golf has a direct correlation with the amount of disposable income within a household. It is also recognised that golf's new participants in most cases are introduced to the game by their own family. The Charity have started to demonstrate through the operation of these camps that they are attracting children to the game who have traditionally been excluded. These camps include no golf activities and costs include two cooked meals, other forms of recreation and hands on educational experiences. In the first year of these trails 1,500 days (3,000 meals) have been provided at a cost of £29.03 per day per child. Further plans are being made to roll out this programme to more sites and attract a national sponsor to help support the scheme.

Aside from the Charity's own objectives, it continues to grow stronger links between its individual clubs and their communities. A fundamental belief of the Charity is the importance of building strong relationships with each community regardless of their appetite for golf. The Charity's venues are used to further other local charities within the communities by using our facilities to host their own fund raisers and community services. Such programmes include NHS blood drives and inscription initiatives for donor programmes.

The Trustees consider that the future of all of its facilities is now secure as a result. This has, in the opinion of the Trustees, provided substantial community benefit.

Notwithstanding the above, the Trustees are mindful of the considerable personal financial challenges its members and visitors are subject to with the current inflationary cycle in the UK economy. Wherever possible the Trustees will seek to mitigate those difficulties – seeking to maintain a balance between the financial sustainability of the Charity and affordability for the facility users. While the Charity's operational inflation is forecasted to be in excess of 10% in 2023, subscriptions for our members rose on a blended average by just over 5%, and in some instances even declined.

The Charity continues to seek opportunities to expand the sphere of the benefit it can provide. Since the year end the Charity has taken a lease on two further golf facilities and is actively exploring other opportunities

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Achievements and performance (continued)

b. Investment policy and performance

The income and capital of the Charity is solely dedicated to the promotion of the objectives of the Charity. The Trustees expect all and any operating surpluses to be reinvested into the activities of the Charity for the foreseeable future and have no plans to invest externally to the Charity.

Financial review

a. Principal funding

The primary sources of income are income generated from charitable activities of £9,388,587 (2021 - £7,951,796) and income from other trading activities within the trading subsidiary of £5,217,148 (2021 - £3,438,330).

The main expenditure of the Charity is staff costs of £6,108,250 (2021 - £4,756,048).

Structure, governance and management

a. Constitution

Get Golfing CIO is a registered charity, number 1179513 and was registered on 10 August 2018.

Get Golfing CIO has three 100% subsidiaries. The active subsidiaries as at the end of the year under review were Get Golfing Trading Limited and Get Golfing Retail Limited. Buckfield Park Limited was dormant throughout the year.

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Trust deed.

The current Trustees, with the exception of Ms T Swanson, were appointed upon the formation of the Charity. Trustees remain in post until they resign or otherwise cease under the provisions of the Charity constitution. New Trustees are elected by the Trustees then in post. The Trustees who served during the year were as follows:

Mr J Covey
Mr S Pilbeam (resigned 29 November 2022)
Mr I Timberlake
Ms T Swanson (appointed 29 November 2022)

c. Organisational structure and decision-making policies

The organisational structure of the charity is flat and kept simple, with the key professional advisers reporting to the Trustees at ad hoc meetings as required.

The Trustees make key decisions at Trustee meetings, which are held from time to time as required.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2022

Plans for future periods

As indicated above, the Charity has taken the lease of two further golf facilities – bringing the number of facilities being operated by the Charity to twelve. The Charity is continuing to work hard on creating a management and IT infrastructure that will be capable of allowing the Charity to take on further golf facilities of a character appropriate to its objectives and to facilitate the delivery of the maximum possible community benefit.

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Magee Gammon Corporate Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 30 October 2023 and signed on their behalf by:

Julian Covey

Mr J Covey

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO

Opinion

We have audited the financial statements of Get Golfing CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2022 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2022 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Capability of the audit in detecting irregularities including fraud

Based on our understanding of the charity, we have considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011. We evaluated management incentives and opportunities for fraudulent manipulation of the financial statements including management override, and considered that the principal risk was related to the posting of inappropriate journal entries to improve the result before tax for the year.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Procedures performed by the audit team included:

- Discussions with management regarding known or suspected instances of non-compliance with laws and regulations;
- Evaluation of controls designed to prevent and detect irregularities; and
- Assessing journal entries as part of our planned audit approach.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Magee Gammon Corporate Limited
Chartered Accountants & Statutory Auditors
Henwood House
Henwood
Ashford
Kent
TN24 8DH

30 October 2023

Magee Gammon Corporate Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022	*As restated Total funds 2021*
Income from:					
Donations and legacies	3	**10,720**	**27,900**	**38,620**	*845,463*
Charitable activities	4	**9,388,587**	**-**	**9,388,587**	*7,951,796*
Other trading activities	5	**5,217,148**	**-**	**5,217,148**	*3,448,028*
Other income	6	**30,840**	**-**	**30,840**	*7,381*
Total income		**14,647,295**	**27,900**	**14,675,195**	*12,252,668*
Expenditure on:					
Raising funds	7	**4,352,350**	**-**	**4,352,350**	*3,320,936*
Charitable activities	8	**10,177,217**	**23,100**	**10,200,317**	*7,361,351*
Total expenditure		**14,529,567**	**23,100**	**14,552,667**	*10,682,287*
Net movement in funds before other recognised gains		**117,728**	**4,800**	**122,528**	*1,570,381*
Other recognised gains:					
Fair value adjustments of fixed assets		**57,630**	**-**	**57,630**	-
Net movement in funds		**175,358**	**4,800**	**180,158**	*1,570,381*
Reconciliation of funds:					
Total funds brought forward		**2,894,073**	**-**	**2,894,073**	*1,323,692*
Net movement in funds		**175,358**	**4,800**	**180,158**	*1,570,381*
Total funds carried forward		**3,069,431**	**4,800**	**3,074,231**	*2,894,073*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 35 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note		2022		As restated 2021
Fixed assets					
Intangible assets	13		**102,500**		*132,500*
Tangible assets	14		**5,117,919**		*3,506,755*
			5,220,419		*3,639,255*
Current assets					
Stocks	17	**377,056**		*293,801*	
Debtors	18	**2,119,521**		*1,837,979*	
Cash at bank and in hand		**280,849**		*1,116,508*	
		2,777,426		*3,248,288*	
Creditors: amounts falling due within one year	19	**(4,583,533)**		*(3,833,047)*	
Net current liabilities			**(1,806,107)**		*(584,759)*
Total assets less current liabilities			**3,414,312**		*3,054,496*
Creditors: amounts falling due after more than one year	20		**(340,081)**		*(160,423)*
Total net assets			**3,074,231**		*2,894,073*
Charity funds					
Restricted funds	23		**4,800**		-
Unrestricted funds					
General funds	23	**2,907,942**		*2,697,087*	
Revaluation reserve		**161,489**		*196,986*	
Total unrestricted funds	23		**3,069,431**		*2,894,073*
Total funds			**3,074,231**		*2,894,073*

The financial statements were approved and authorised for issue by the Trustees on 30 October 2023 and signed on their behalf by:

Julian Covey

Mr J Covey

The notes on pages 14 to 35 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2022

	Note		2022		As restated 2021
Fixed assets					
Intangible assets	13		**102,500**		*132,500*
Tangible assets	14		**5,117,919**		*3,506,755*
Investments	15		**3**		*2*
			5,220,422		*3,639,257*
Current assets					
Stocks	17	**108,557**		*91,933*	
Debtors	18	**2,174,719**		*1,854,931*	
Cash at bank and in hand		**268,366**		*1,045,228*	
		2,551,642		*2,992,092*	
Creditors: amounts falling due within one year	19	**(5,272,154)**		*(3,948,577)*	
Net current liabilities			**(2,720,512)**		*(956,485)*
Total assets less current liabilities			**2,499,910**		*2,682,772*
Creditors: amounts falling due after more than one year	20		**(340,081)**		*(160,423)*
Total net assets			**2,159,829**		*2,522,349*
Charity funds					
Restricted funds	23		**4,800**		-
Unrestricted funds					
General funds	23	**1,993,540**		*2,325,363*	
Revaluation reserve	23	**161,489**		*196,986*	
Total unrestricted funds	23		**2,155,029**		*2,522,349*
Total funds			**2,159,829**		*2,522,349*

The financial statements were approved and authorised for issue by the Trustees on 30 October 2023 and signed on their behalf by:

Julian Covey

Mr J Covey

The notes on pages 14 to 35 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2022

	Note	2022	*As restated 2021*
Cash flows from operating activities			
Net cash provided by operating activities	25	**1,670,074**	*2,380,943*
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		**14,649**	*758,751*
Purchase of intangible assets		**-**	*(150,000)*
Purchase of tangible fixed assets		**(2,810,775)**	*(3,169,035)*
Net cash used in investing activities		**(2,796,126)**	**(2,560,284)**
Cash flows from financing activities			
New finance leases		**424,033**	*229,811*
Repayments of finance leases		**(133,635)**	*(117,693)*
Net cash provided by financing activities		**290,398**	**112,118**
Change in cash and cash equivalents in the year		**(835,654)**	**(67,223)**
Cash and cash equivalents at the beginning of the year		**1,116,503**	*1,183,726*
Cash and cash equivalents at the end of the year	26	**280,849**	*1,116,503*

The notes on pages 14 to 35 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

1. General information

Get Golfing CIO is a charity registered in England and Wales and is incorporated under the Charities Act as a Charitable Incorporated Organisation (CIO). The company number is CE014847 and the charity number is 1179513. The registered address is Henwood House, Henwood, Ashford, Kent, TN24 8DH and the principal place of business is Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Get Golfing CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertakings. The results of the subsidiaries are consolidated on a line by line basis.

2.2 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.3 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.4 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of financial activities in the same period as the related expenditure.

2.5 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Goodwill	-	20 %

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost.

After recognition, under the revaluation model, plant and equipment whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by the Trustees. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the consolidated statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Leasehold improvements	- Over 2/3 of the remaining lease term
Short-term leasehold property	- Over the term of the lease
Plant and machinery	- 25%
Motor vehicles	- 20% - 25%
Fixtures and fittings	- 12.5% - 20%
Office equipment	- 12.5% - 25%
Software and website	- 25%

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as ‘Gains/(Losses) on investments’ in the consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. Accounting policies (continued)

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

3. Income from donations and legacies

	Unrestricted funds 2022	Restricted funds 2022	Total funds 2022
Government grants			
Coronavirus business support grants	6,000	-	**6,000**
Charitable grants	-	19,600	**19,600**
Total government grants	6,000	19,600	**25,600**
Other charitable grants	4,720	8,300	**13,020**
Total other grants	4,720	8,300	**13,020**
	10,720	27,900	**38,620**

	Unrestricted funds 2021	*Restricted funds 2021*	*Total funds 2021*
Government grants			
Coronavirus job retention scheme grants	*553,170*	-	*553,170*
Coronavirus business support grants	*283,993*	-	*283,993*
Charitable grants	-	*4,800*	*4,800*
Total government grants	*837,163*	*4,800*	*841,963*
Other charitable grants	-	*3,500*	*3,500*
Total other grants	-	*3,500*	*3,500*
	837,163	*8,300*	*845,463*

4. Income from charitable activities

	Unrestricted funds 2022	Total funds 2022
Golf operations	9,364,348	**9,364,348**
Rental income	24,239	**24,239**
Total 2022	9,388,587	**9,388,587**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

4. Income from charitable activities (continued)

	Unrestricted funds 2021	*Total funds 2021*
Golf operations	*7,923,844*	*7,923,844*
Rental income	*27,952*	*27,952*
Total 2021	*7,951,796*	*7,951,796*

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2022	**Total funds 2022**
Sales	5,217,148	**5,217,148**

	Unrestricted funds 2021	*Total funds 2021*
Sales	*3,448,028*	*3,448,028*

6. Other incoming resources

	Unrestricted funds 2022	**Total funds 2022**
Other income	30,840	**30,840**

	Unrestricted funds 2021	*Total funds 2021*
Other income	*7,381*	*7,381*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

7. Expenditure on raising funds

Other trading expenses

	Unrestricted funds 2022	Total funds 2022
Cost of sales	1,869,557	**1,869,557**
Administration expenses	416,347	**416,347**
Cost of sales staff costs	1,783,061	**1,783,061**
Administration staff costs	283,385	**283,385**
	4,352,350	**4,352,350**

	Unrestricted funds 2021	*Total funds 2021*
Cost of sales	*1,176,136*	*1,176,136*
Administration expenses	*287,739*	*287,739*
Cost of sales staff costs	*1,399,618*	*1,399,618*
Administration staff costs	*457,443*	*457,443*
	3,320,936	*3,320,936*

8. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2022	Restricted funds 2022	Total 2022
Golf operations	10,177,217	23,100	**10,200,317**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

8. Analysis of expenditure on charitable activities (continued)

Summary by fund type (continued)

	As restated Unrestricted funds 2021	*Restricted funds 2021*	*As restated Total 2021*
Golf operations	*7,353,051*	*8,300*	*7,361,351*

9. Analysis of expenditure by activities

	Activities undertaken directly 2022	**Support costs 2022**	**Total funds 2022**
Golf operations	5,296,487	4,903,830	**10,200,317**

	As restated Activities undertaken directly 2021	*Support costs 2021*	*As restated Total funds 2021*
Golf operations	*4,033,300*	*3,328,051*	*7,361,351*

Analysis of support costs

	Golf operations 2022	**Total funds 2022**
Support costs	4,379,955	**4,379,955**
Property maintenance	499,875	**499,875**
Governance costs	24,000	**24,000**
Total 2022	4,903,830	**4,903,830**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

9. Analysis of expenditure by activities (continued)

Analysis of support costs (continued)

	As restated Golf operations 2021	*As restated Total funds 2021*
Support costs	*3,077,042*	*3,077,042*
Property maintenance	*221,009*	*221,009*
Governance costs	*30,000*	*30,000*
Total 2021 as restated	*3,328,051*	*3,328,051*

10. Auditors' remuneration

	2022	*2021*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**22,700**	*18,700*
Fees payable to the Charity's auditor in respect of:		
Taxation compliance services	**1,425**	*2,193*
Other consultancy services	**30,000**	*53,700*
All non-audit services not included above	**1,157**	*17,521*

11. Staff costs

	Group 2022	*Group 2021*	**Charity 2022**	*Charity 2021*
Wages and salaries	**5,515,091**	*4,387,658*	**3,637,927**	*2,654,974*
Social security costs	**510,984**	*324,222*	**349,832**	*214,327*
Contribution to defined contribution pension schemes	**82,175**	*44,168*	**54,045**	*29,684*
	6,108,250	*4,756,048*	**4,041,804**	*2,898,985*

The average number of persons employed by the Charity during the year was as follows:

	Group 2022 No.	*Group 2021 No.*	**Charity 2022 No.**	*Charity 2021 No.*
Employees	**320**	*262*	**289**	*161*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

11. Staff costs (continued)

The number of employees whose employee benefits (including employer's national insurance contributions but excluding employer pension costs) exceeded £60,000 was:

	Group 2022 No.	*Group 2021 No.*
In the band £60,001 - £70,000	**1**	*1*
In the band £70,001 - £80,000	**1**	-
In the band £80,001 - £90,000	**-**	*2*
In the band £90,001 - £100,000	**2**	-
In the band £110,001 - £120,000	**-**	*1*
In the band £120,001 - £130,000	**1**	-
In the band £250,001 - £260,000	**-**	*1*
In the band £290,001 - £300,000	**1**	-

The total employee benefits received by key management personnel during the year was £293,456 (including £35,720 employer's national insurance) (2021 - £253,369 (including £29,473 employer's national insurance)).

12. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2021 - £NIL)*.

During the year ended 31 December 2022, no Trustee expenses have been incurred *(2021 - £NIL)*.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

13. Intangible assets

Group and Charity

	Goodwill
Cost	
At 1 January 2022	**150,000**
At 31 December 2022	**150,000**
Amortisation	
At 1 January 2022	**17,500**
Charge for the year	**30,000**
At 31 December 2022	**47,500**
Net book value	
At 31 December 2022	**102,500**
At 31 December 2021	*132,500*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

14. Tangible fixed assets

Group and Charity

	Short-term leasehold property	Plant and equipment	Motor vehicles	Office equipment	Software and website	Total
Cost or valuation						
At 1 January 2022 (as previously stated)	**134,197**	**1,760,316**	**82,253**	**17,823**	**89,868**	**2,084,457**
Prior Year Adjustment	**2,320,563**	**-**	**-**	**-**	**-**	**2,320,563**
At 1 January 2022 (as restated)	**2,454,760**	**1,760,316**	**82,253**	**17,823**	**89,868**	**4,405,020**
Additions	**1,828,412**	**658,450**	**223,324**	**9,580**	**91,009**	**2,810,775**
Disposals	**-**	**(50,664)**	**(4,000)**	**(1,104)**	**-**	**(55,768)**
Revaluations	**-**	**57,630**	**-**	**-**	**-**	**57,630**
At 31 December 2022	**4,283,172**	**2,425,732**	**301,577**	**26,299**	**180,877**	**7,217,657**
Depreciation						
At 1 January 2022 (as previously stated)	**28,478**	**466,517**	**19,974**	**3,718**	**4,985**	**523,672**
Prior Year Adjustment	**374,594**	**-**	**-**	**-**	**-**	**374,594**
At 1 January 2022 (as restated)	**403,072**	**466,517**	**19,974**	**3,718**	**4,985**	**898,266**
Charge for the year	**606,725**	**537,927**	**38,651**	**3,955**	**35,500**	**1,222,758**
On disposals	**-**	**(19,309)**	**(1,666)**	**(311)**	**-**	**(21,286)**
At 31 December 2022	**1,009,797**	**985,135**	**56,959**	**7,362**	**40,485**	**2,099,738**
Net book value						
At 31 December 2022	**3,273,375**	**1,440,597**	**244,618**	**18,937**	**140,392**	**5,117,919**
At 31 December 2021 (as restated)	*2,051,688*	*1,293,799*	*62,279*	*14,105*	*84,883*	*3,506,754*

14. Tangible fixed assets (continued)

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2022	*2021*
Plant and equipment	**533,580**	*286,687*
Motor vehicles	**231,904**	*41,506*
	765,484	*328,193*

15. Fixed asset investments

	Investments in subsidiary companies
Charity	
Cost or valuation	
At 1 January 2022	**3**
At 31 December 2022	**3**
Net book value	
At 31 December 2022	**3**
At 31 December 2021	*3*

Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Principal place of business	Class of shares	Holding
Get Golfing Trading Limited	11558440	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%
Get Golfing Retail Limited	12985275	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%
Buckfield Park Limited	04027302	Pine Ridge Golf Club Old Bisley Road, Frimley, Camberley, Surrey, GU16 9NX	Ordinary	100%

15. Fixed asset investments (continued)

	Included in consolidation			
Get Golfing Trading Limited	Yes			
Get Golfing Retail Limited	Yes			
Buckfield Park Limited	Yes			

The financial results of the subsidiaries for the year were:

Names	Income	Expenditure	Profit/ (Loss) for the period	Net assets
Get Golfing Trading Limited	**4,735,904**	**3,913,679**	**822,225**	**822,226**
Get Golfing Retail Limited	**481,244**	**389,068**	**92,176**	**92,177**
Buckfield Park Limited	**-**	**-**	**-**	**1**

16. Parent charity

	2022	*2021*
Gross income	**9,829,771**	*8,833,467*
Surplus / (deficit) for the year	**(352,520)**	*1,472,116*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

17. Stocks

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Greenkeeping stock not for resale	**108,557**	*83,303*	**108,557**	*83,303*
Finished goods and goods for resale	**268,499**	*210,498*	**-**	*8,630*
	377,056	*293,801*	**108,557**	*91,933*

18. Debtors

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Due within one year				
Trade debtors	**1,629,271**	*1,406,810*	**1,629,271**	*1,406,809*
Amounts owed by group undertakings	**-**	*-*	**55,259**	*22,769*
Other debtors	**146,396**	*245,447*	**146,336**	*243,116*
Prepayments and accrued income	**343,854**	*185,722*	**343,853**	*182,237*
	2,119,521	*1,837,979*	**2,174,719**	*1,854,931*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

19. Creditors: Amounts falling due within one year

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Bank overdrafts	**-**	*5*	**-**	*-*
Trade creditors	**786,381**	*486,650*	**619,432**	*386,233*
Amounts owed to group undertakings	**-**	*-*	**856,232**	*306,365*
Other taxation and social security	**237,094**	*145,373*	**236,431**	*115,181*
Obligations under finance lease and hire purchase contracts	**188,410**	*88,630*	**188,410**	*88,630*
Other creditors	**629,007**	*431,411*	**629,007**	*418,590*
Accruals and deferred income	**2,742,641**	*2,680,978*	**2,742,642**	*2,633,578*
	4,583,533	*3,833,047*	**5,272,154**	*3,948,577*

Finance lease and hire purchase contracts are secured on the assets concerned.

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Deferred income at 1 January 2022	**1,922,131**	*582,809*	**1,922,131**	*582,809*
Resources deferred during the year	**2,151,182**	*1,922,131*	**2,151,182**	*1,922,131*
Amounts released from previous periods	**(1,922,131)**	*(582,809)*	**(1,922,131)**	*(582,809)*
	2,151,182	*1,922,131*	**2,151,182**	*1,922,131*

20. Creditors: Amounts falling due after more than one year

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Net obligations under finance lease and hire purchase contracts	**340,081**	*149,463*	**340,081**	*149,463*
Other creditors	**-**	*10,960*	**-**	*10,960*
	340,081	*160,423*	**340,081**	*160,423*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

21. Financial instruments

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Financial assets				
Financial assets measured at fair value through income and expenditure	**2,056,516**	*2,768,765*	**2,043,902**	*2,695,154*

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Financial liabilities				
Other financial liabilities measured at fair value through income and expenditure	**836,791**	*528,448*	**667,669**	*344,440*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand, trade debtors and other debtors.

Other financial liabilities measured at fair value through income and expenditure comprise trade creditors and other creditors.

22. Prior year adjustments

The prior year adjustments are due to a change in accounting policy to capitalise the improvement costs incurred by the charity at its leased courses and clubhouses which continue to be leased after the year end.

The restatement of the 2021 figures as a result of the prior year adjustment can be summarised as follows:

Charitable activites expenditure for 2021 has decreased to £7,361,351 from £9,090,316.
The net movement in funds for 2021 has increased to a surplus of £1,570,381 from a deficit of £158,584.
Tangible fixed assets as at 31 December 2021 has increased to £3,506,755 from £1,560,786.
Unrestricted funds brought forward at 1 January 2021 has increased to £880,687 from £663,683 whilst unrestricted funds carried forward at 31 December 2021 increased to £3,069,431 from -£171,831.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

23. Statement of funds

Statement of funds - current year

	Balance at 1 January 2022	Income	Expenditure	Gains/ (Losses)	Balance at 31 December 2022
Unrestricted funds					
General Funds	**2,697,087**	**14,647,295**	**(14,436,440)**	**-**	**2,907,942**
Fair value reserve	**196,986**	**-**	**(93,127)**	**57,630**	**161,489**
	2,894,073	**14,647,295**	**(14,529,567)**	**57,630**	**3,069,431**
Restricted funds					
Mill Green community hub	**-**	**3,500**	**(3,500)**	**-**	**-**
The Wellness Community fund	**-**	**4,800**	**-**	**-**	**4,800**
Fun, food and golf scheme	**-**	**19,600**	**(19,600)**	**-**	**-**
	-	**27,900**	**(23,100)**	**-**	**4,800**
Total of funds	**2,894,073**	**14,675,195**	**(14,552,667)**	**57,630**	**3,074,231**

Restricted Funds

Mill Green community hub
This grant received was to transform a clubhouse into a community hub that actively engages and provides for those in the community currently feeling isolated, lonely and inactive.

The Wellness Community Fund
This grant received was to hold a Monday night club based at Mill Green. The sessions will have a wide variety of accessible and stimulating activities and become a regular meeting venue for those at risk of social isolation, inactivity and loneliness following the return from Covid-19 pandemic.

Fun, food and golf scheme
The grants received during the year were to help fund the charity's Free School Meals programme during non-term time alongside golf & other enrichment activities at our amazing venues.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

23. Statement of funds (continued)

Statement of funds - prior year

	As restated Balance at 1 January 2021	*Income*	*As restated Expenditure*	*Balance at 31 December 2021*
Unrestricted funds				
General Funds	*880,687*	*12,244,368*	*(10,427,968)*	*2,697,087*
Fair value reserve	*443,005*	*-*	*(246,019)*	*196,986*
	1,323,692	*12,244,368*	*(10,673,987)*	*2,894,073*
Restricted funds				
Hertfordshire Holiday Activity Programme	-	*4,800*	*(4,800)*	-
Greenwich Leisure Limited	-	*3,500*	*(3,500)*	-
	-	*8,300*	*(8,300)*	-
Total of funds	*1,323,692*	*12,252,668*	*(10,682,287)*	*2,894,073*

24. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2022	**Restricted funds 2022**	**Total funds 2022**
Tangible fixed assets	5,117,919	-	**5,117,919**
Intangible fixed assets	102,500	-	**102,500**
Current assets	2,772,626	4,800	**2,777,426**
Creditors due within one year	(4,583,533)	-	**(4,583,533)**
Creditors due in more than one year	(340,081)	-	**(340,081)**
Total	3,069,431	4,800	**3,074,231**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2022

24. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior year

	As restated Unrestricted funds 2021	*Total funds 2021*
Tangible fixed assets	*3,506,754*	*3,506,754*
Intangible fixed assets	*132,500*	*132,500*
Current assets	*3,248,289*	*3,248,289*
Creditors due within one year	*(3,833,047)*	*(3,833,047)*
Creditors due in more than one year	*(160,423)*	*(160,423)*
Total	*2,894,073*	*2,894,073*

25. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2022	*Group As restated 2021*
Net income for the year (as per Statement of Financial Activities)	**122,528**	*1,570,381*
Adjustments for:		
Depreciation charges	**1,222,758**	*708,743*
Amortisation charges	**30,000**	*17,500*
Loss/(profit) on the sale of fixed assets	**19,838**	*(605,406)*
Increase in stocks	**(83,255)**	*(180,721)*
Increase in debtors	**(281,542)**	*(1,197,788)*
Increase in creditors	**639,747**	*2,068,234*
Net cash provided by operating activities	**1,670,074**	*2,380,943*

26. Analysis of cash and cash equivalents

	Group 2022	*Group 2021*
Cash in hand	**280,849**	*1,116,508*
Overdraft facility repayable on demand	**-**	*(5)*
Total cash and cash equivalents	**280,849**	*1,116,503*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

27. Analysis of changes in net debt

	At 1 January 2022	Cash flows	New finance leases	At 31 December 2022
Cash at bank and in hand	**1,116,508**	**(835,659)**	**-**	**280,849**
Bank overdrafts repayable on demand	**(5)**	**5**	**-**	**-**
Finance leases	**(238,093)**	**133,635**	**(424,033)**	**(528,491)**
	878,410	**(702,019)**	**(424,033)**	**(247,642)**

28. Capital commitments

At the year-end date, the charity was committed to spend £1.28m (2021 - £Nil) in respect of capital improvement works at one of its golf clubs.

29. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £82,175 (2021 - £44,168). £13,178 (2021 - £12,280) was payable to the fund at the balance sheet date.

30. Operating lease commitments

At 31 December 2022 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2022	*Group 2021*	Charity 2022	*Charity 2021*
Not later than 1 year	**853,082**	*781,415*	**853,082**	*781,415*
Later than 1 year and not later than 5 years	**3,207,826**	*3,145,160*	**3,207,826**	*3,145,160*
Later than 5 years	**18,639,224**	*18,981,639*	**18,639,224**	*18,981,639*
	22,700,132	*22,908,214*	**22,700,132**	*22,908,214*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2022

31. Related party transactions

During the year the Group purchased services of £5,400 (2021 - £2,253) from Eagle Golf Services Limited, a company in which Trustee Mr J Covey is a director. The amount owed to Eagle Golf Services Limited at the year end was £1,200 (2021 - £1,020).

During the year the Group purchased services of £5,000 (2021 - £13,000) from Timberlake Sport Limited, a company in which Trustee, Mr I Timberlake is a director. The amount owed to Timberlake Sport Limited at the year end was £Nil (2021 - £Nil).

During the year the Group was employing Mr R Covey who received a salary consistent with other non-related parties carrying out similar duties at a similar level. Mr R Covey's remuneration represented less than 1% of the Group's staff costs (2021 – less than 1%). Mr R Covey is the son of a Trustee, Mr J Covey.

During the year the charity leased a site from Safegolf Limited for £48,736 (2021 - £Nil). Mr N Greenwood is the controlling party of Safegolf Limited and is the civil partner of a Trustee, Ms T Swanson.

During the year the Group borrowed £500,000 from Mr N Greenwood and interest of £21,227 was paid thereon. The amount owed to Mr N Greenwood at the year end was £Nil.

32. Post balance sheet events

The Charity's active trading subsidiaries have agreed to donate their retained profits for the year ended 31 December 2022 to the Charity.

GET GOLFING CIO

England & Wales - Charity number 1179513

Accounts

Charity number: 1179513

GET GOLFING CIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2021

GET GOLFING CIO

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 5
Independent auditors' report on the financial statements	6 - 9
Consolidated statement of financial activities	10
Consolidated balance sheet	11
Charity balance sheet	12
Consolidated statement of cash flows	13
Notes to the financial statements	14 - 33

GET GOLFING CIO

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2021

Trustees	Mr J Covey Mr S Pilbeam Mr I Timberlake
Charity registered number	1179513
Principal office	Henwood House Henwood Ashford Kent TN24 8DH
Independent auditors	Magee Gammon Corporate Limited Chartered Accountants & Statutory Auditors Henwood House Henwood Ashford Kent TN24 8DH
Bankers	Metro Bank plc 10 Week Street Maidstone Kent ME14 1RN

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2021

The Trustees present their annual report together with the audited financial statements of the Charity for the year from 1 January 2021 to 31 December 2021. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective January 2015).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal charitable objective of the Charity during the period under review, was that of the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to the community consistent with the principal objective as the Trustees shall in their absolute discretion determine.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities.

b. Activities undertaken to achieve objectives

At the start of the year under review the Charity operated eight leasehold golf facilities.

During the year general trading and charitable endeavours were challenged by the ongoing circumstances surrounding Covid. Fundamental to Get Golfing's charitable activities is participation, and this remained restricted for a good part of 2021.

The Charity disposed of the lease of one golf facility mid-year. The decision was made to dispose of this operation as it was concluded that the Charity was not the best suited operator for the site. It was felt that the site was primed for mixed leisure development and the Charity is not a developer.

The Charity did acquire leases over two further golf facilities during the year. These were both distressed golf sites that had experienced challenging trading conditions and were felt to be an excellent fit for the Charity's proven turnaround model.

The disruption to trading due to Covid did enable the charity to accelerate investment into its golf and clubhouse facilities. These investments should enable the charity to better serve its objectives.

The Charity have struggled to remain complaint with England's golf governing body (England Golf) and remain in dialogue with them over alternatives. The level of transition from year to year of junior members and their participation has been inhibited by mandatory rules placed upon the Charity by England Golf. The charity maintain an inclusive mandate that is in direct conflict with the mandatory levy programme used by England Golf.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2021

Achievements and performance

a. Review of activities

The Trustees are pleased to report that, notwithstanding the continuing effects of the pandemic, the activities undertaken have built substantially on the success of the 2020 financial year.

Both member and visitor participation increased along with beginners, intermediate and advanced free lessons to improve competence. The recruitment of a specialist set of staff for community's activities began with a focus on those least privileged. This includes the trialling of holiday camps for those children entitled to free school meals. It is recognised that the likelihood of participation of golf has a direct correlation with the amount of disposable income within a household. It is also recognised that golf's new participants in the majority of cases are introduced to the game by their own family. The Charity have started to demonstrate that through the operation of these camps that they are attracting children to the game who traditionally have been excluded. These camps include no golf activities and costs include two cooked meals, other forms of recreation and hands on educational experiences. In the first year of these trails 1,500 days have been provided at a cost of £29.03 per day per child. Further plans are being made to roll out this programme to more sites and attract a national sponsor to help support the scheme.

Surplus funds generated by 2020 and 2021 operations were invested in substantial further improvement projects at most of the facilities operated over the winter of 2021 into 2022. This has supported and driven the further increase in participation that the Charity has experienced in 2022. The Trustees consider that the future of all of its facilities is now secure as a result. This has, in the opinion of the Trustees, provided substantial community benefit.

Notwithstanding the above, the Trustees are mindful of the considerable personal financial challenges its members and visitors are subject to with the current inflationary cycle in the UK economy. Wherever possible the Trustees will seek to mitigate those difficulties – seeking to maintain a balance between the financial sustainability of the Charity and affordability for the facility users.

The Charity continues to seek opportunities to expand the sphere of the benefit it can provide. Since the year end the Charity has taken a lease on one further golf facility and has reached agreement in principle to enter into the lease of a further golf facility.

b. Investment policy and performance

The income and capital of the Charity is solely dedicated to the promotion of the objectives of the Charity. The Trustees expect all and any operating surpluses to be reinvested into the activities of the Charity for the foreseeable future and have no plans to invest externally to the Charity.

Financial review

a. Going concern

The COVID 19 pandemic severely impacted the food and beverage operations of the Charity in the first quarter of the year under review. However, golf operations continued to perform very strongly so that, overall, the charity achieved a healthy surplus for the year before discretionary expenditure.

Discretionary expenditure on improvement projects for the year totalled a little over £2.1m. That expenditure is written off as incurred. So, although the Statement of Financial Activities shows a deficit for the year of £166,885, the reality is that this simply represents the extent to which the Charity needed to draw on prior year surpluses to fund discretionary improvement expenditure.

Consequently, the Trustees do not believe the deficit for the year has had a negative impact on the going concern of the Charity and have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they have adopted the going concern basis in preparing the financial statements.

b. Principal funding

The primary sources of income are income generated from charitable activities of £7,951,796 (2020 - £5,041,261) and income from other trading activities within the trading subsidiary of £3,438,330 (2020 - £1,083,219). The group also generated income £748,491 from the disposal of fixed assets of a golf club and £837,163 government support grants. In the prior year the group generated income of £443,005 for fixed assets received at £nil consideration as part of the acquisition of six golf clubs as well as £419,725 from government support grants during the COVID-19 pandemic.

The main expenditure of the Charity is staff costs of £4,756,048 (2020 - £2,607,993).

c. Loss of funds

During the year the charity was again the victim of a sophisticated cybercrime, as a result of which £37,635 was lost. It is unlikely this will be recovered. The charity has undertaken further steps as appropriate to guard further against the risk of any future cybercrime.

Structure, governance and management

a. Constitution

Get Golfing CIO is a registered charity, number 1179513 and was registered on 10 August 2018.

Get Golfing CIO has three 100% subsidiaries. The active subsidiaries as at the end of the year under review were Get Golfing Trading Limited and Get Golfing Retail Limited. Buckfield Park Limited was dormant throughout the year.

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Trust deed.

The current Trustees were appointed upon the formation of the Charity. Trustees remain in post until they resign or otherwise cease under the provisions of the Charity constitution. New Trustees are elected by the Trustees then in post. The Trustees who served during the year were as follows:

Mr J Covey
Mr S Pilbeam
Mr I Timberlake

c. Organisational structure and decision-making policies

In common with most small charities the organisational structure is flat and kept simple, with the key professional advisers reporting to the Trustees at ad hoc meetings as required.

The Trustees make key decisions at Trustee meetings, which are held from time to time as required..

Plans for future periods

As indicated above, the Charity has agreed in principle to take the lease of a further golf facility – which would bring the number of facilities being operated by the Charity to ten. The Charity is working hard on creating a management and IT infrastructure that will be capable of allowing the Charity to take on further golf facilities of a character appropriate to its objectives and to facilitate the delivery of the maximum possible community benefit.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2021

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Magee Gammon Corporate Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 19 October 2022 and signed on their behalf by:

Julian Covey

Mr J Covey

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO

Opinion

We have audited the financial statements of Get Golfing CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2021 which comprise the consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2021 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Other information

The other information comprises the information included in the annual report other than the financial statements and our auditors' report thereon. The Trustees are responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Capability of the audit in detecting irregularities including fraud

Based on our understanding of the charity, we have considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011. We evaluated management incentives and opportunities for fraudulent manipulation of the financial statements including management override, and considered that the principal risk was related to the posting of inappropriate journal entries to improve the result before tax for the year.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Procedures performed by the audit team included:

- Discussions with management regarding known or suspected instances of non-compliance with laws and regulations;
- Evaluation of controls designed to prevent and detect irregularities; and
- Assessing journal entries as part of our planned audit approach.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Magee Gammon Corporate Limited
Chartered Accountants & Statutory Auditors
Henwood House
Henwood
Ashford
Kent
TN24 8DH

25 October 2022

Magee Gammon Corporate Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	Unrestricted funds 2021	Restricted funds 2021	Total funds 2021	*Total funds 2020*
		£	£	£	*£*
Income from:					
COVID-19 grants	3	**837,163**	**8,300**	**845,463**	*419,725*
Charitable activities	4	**7,951,796**	**-**	**7,951,796**	*5,041,261*
Other trading activities	5	**3,438,330**	**-**	**3,438,330**	*1,083,219*
Other income	6	**17,079**	**-**	**17,079**	*22,467*
Total income		**12,244,368**	**8,300**	**12,252,668**	*6,566,672*
Expenditure on:					
Raising funds		**3,320,936**	**-**	**3,320,936**	*1,047,838*
Charitable activities	7	**9,082,016**	**8,300**	**9,090,316**	*4,897,057*
Total expenditure		**12,402,952**	**8,300**	**12,411,252**	*5,944,895*
Net movement in funds before other recognised gains		**(158,584)**	**-**	**(158,584)**	*621,777*
Other recognised gains:					
Gains on revaluation of fixed assets		**-**	**-**	**-**	*443,005*
Net movement in funds		**(158,584)**	**-**	**(158,584)**	*1,064,782*
Reconciliation of funds:					
Total funds brought forward		**1,106,688**	**-**	**1,106,688**	*41,906*
Net movement in funds		**(158,584)**	**-**	**(158,584)**	*1,064,782*
Total funds carried forward		**948,104**	**-**	**948,104**	*1,106,688*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 33 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note		2021 £		2020 £
Fixed assets					
Intangible assets	12		**132,500**		-
Tangible assets	13		**1,560,786**		*982,803*
			1,693,286		*982,803*
Current assets					
Stocks	16	**293,801**		*113,080*	
Debtors	17	**1,837,979**		*640,191*	
Cash at bank and in hand		**1,116,508**		*1,183,726*	
		3,248,288		*1,936,997*	
Creditors: amounts falling due within one year	18	**(3,833,047)**		*(1,752,304)*	
Net current liabilities / assets			**(584,759)**		*184,693*
Total assets less current liabilities			**1,108,527**		*1,167,496*
Creditors: amounts falling due after more than one year	19		**(160,423)**		*(60,808)*
Total net assets			**948,104**		*1,106,688*
Charity funds					
Restricted funds	21		-		-
Unrestricted funds					
General funds	21	**751,118**		*663,683*	
Revaluation reserve		**196,986**		*443,005*	
Total unrestricted funds	21		**948,104**		*1,106,688*
Total funds			**948,104**		*1,106,688*

The financial statements were approved and authorised for issue by the Trustees on 19 October 2022 and signed on their behalf by:

Julian Covey

Mr J Covey

The notes on pages 14 to 33 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2021

	Note		2021 £		2020 £
Fixed assets					
Intangible assets	12		**132,500**		-
Tangible assets	13		**1,560,786**		*982,803*
Investments	14		**2**		*3*
			1,693,288		*982,806*
Current assets					
Stocks	16	**91,933**		*71,155*	
Debtors	17	**1,854,931**		*631,860*	
Cash at bank and in hand		**1,045,228**		*993,580*	
		2,992,092		*1,696,595*	
Creditors: amounts falling due within one year	18	**(3,948,577)**		*(1,785,365)*	
Net current assets / liabilities			**(956,485)**		*(88,770)*
Total assets less current liabilities			**736,803**		*894,036*
Creditors: amounts falling due after more than one year	19		**(160,423)**		*(60,808)*
Total net assets			**576,380**		*833,228*
Charity funds					
Unrestricted funds					
General funds	21	**133,375**		*390,223*	
General funds - analysed 1	21	**443,005**		*443,005*	
Total unrestricted funds	21		**576,380**		*833,228*
Total funds			**576,380**		*833,228*

The financial statements were approved and authorised for issue by the Trustees on 19 October 2022 and signed on their behalf by:

Julian Covey

Mr J Covey

The notes on pages 14 to 33 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2021

	Note	2021 £	2020 £
Cash flows from operating activities			
Net cash provided by operating activities	23	**73,624**	*1,513,021*
Cash flows from investing activities			
Dividends, interests and rents from investments		**273,461**	-
Proceeds from the sale of tangible fixed assets		**758,751**	*15,694*
Purchase of intangible assets		**(150,000)**	-
Purchase of tangible fixed assets		**(1,135,177)**	*(572,882)*
Net cash used in investing activities		**(252,965)**	**(557,188)**
Cash flows from financing activities			
New finance leases		**229,811**	*171,873*
Repayments of finance leases		**(117,693)**	*(46,109)*
Net cash provided by financing activities		**112,118**	**125,764**
Change in cash and cash equivalents in the year		**(67,223)**	**1,081,597**
Cash and cash equivalents at the beginning of the year		**1,183,726**	*102,129*
Cash and cash equivalents at the end of the year	24	**1,116,503**	*1,183,726*

The notes on pages 14 to 33 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

1. General information

Get Golfing CIO is a registered charity (company number CE014847), (charity number 1179513) in England and Wales and is incorporated under the Charities Act as a Charitable Incorporated Organisation (CIO). The registered address is Henwood House, Henwood, Ashford, Kent, TN24 8DH and the principal place of business is Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Get Golfing CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

The financial statements have been prepared on a going concern basis. While the impact of the COVID-19 pandemic has been assessed by the Trustees, so far as reasonably possible, due to its unprecedented impact of the wider economy, it is difficult to evaluate with any certainty the potential outcomes on the Charity's activities. However, taking into consideration the UK Government's response and the Charity's planning, the Trustees have a reasonable expectation that the Charity will continue in operational existence for the foreseeable future.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

Other income is recognised in the period in which it is receivable and to the extent the goods have been provided or on completion of the service.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.5 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of financial activities in the same period as the related expenditure.

During the COVID-19 pandemic, the Charity received government support grants and these, due to their exceptional nature, are shown separately on the face of the Statement of financial activities.

2.6 Intangible assets and amortisation

Intangible assets costing £NIL or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Goodwill	- 20 % straight line basis

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

2. Accounting policies (continued)

2.7 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the consolidated statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Short-term leasehold property	- Over the term of the lease
Plant and machinery	- 20% straight line basis
Motor vehicles	- 20% straight line basis
Fixtures and fittings	- 20% straight line basis
Office equipment	- 20% straight line basis

2.8 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.9 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.10 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2. Accounting policies (continued)

2.11 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.12 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2.13 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.14 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.15 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.16 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the Group for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

3. Income from grants

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total funds 2021 £
Coronavirus job retention scheme grants	553,170	-	**553,170**
Coronavirus business support grants	283,993	-	**283,993**
Charitable grants	-	8,300	**8,300**
Total 2021	837,163	8,300	**845,463**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Coronavirus job retention scheme grants	*379,955*	*379,955*
Coronavirus business support grants	*39,770*	*39,770*
Total 2020	*419,725*	*419,725*

4. Income from charitable activities

	Unrestricted funds 2021 £	Total funds 2021 £
Golf operations	7,923,844	**7,923,844**
Rental income	27,952	**27,952**
Total 2021	7,951,796	**7,951,796**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Golf operations	*5,000,654*	*5,000,654*
Rental income	*40,607*	*40,607*
Total 2020	*5,041,261*	*5,041,261*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2021 £	Total funds 2021 £
Sales	3,438,330	**3,438,330**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Sales	*1,083,219*	*1,083,219*

6. Other incoming resources

	Unrestricted funds 2021 £	Total funds 2021 £
Other income	17,079	**17,079**

	Unrestricted funds 2020 £	*Total funds 2020 £*
Other income	*22,467*	*22,467*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2021 £	Restricted funds 2021 £	Total 2021 £
Golf operations	9,082,016	8,300	**9,090,316**

	Unrestricted funds 2020 £	*Total 2020 £*
Golf operations	*4,897,057*	*4,897,057*

8. Analysis of expenditure by activities

	Activities undertaken directly 2021 £	Support costs 2021 £	Total funds 2021 £
Golf operations	4,700,522	4,389,794	**9,090,316**

	Activities undertaken directly 2020 £	*Support costs 2020 £*	*Total funds 2020 £*
Golf operations	*3,111,468*	*1,785,590*	*4,897,058*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

8. Analysis of expenditure by activities (continued)

Analysis of support costs

	Golf operations 2021 £	Total funds 2021 £
Support costs	4,306,965	**4,306,965**
Property maintenance	52,829	**52,829**
Governance costs	30,000	**30,000**
Total 2021	4,389,794	**4,389,794**

	Golf operations 2020 £	*Total funds 2020 £*
Support costs	*1,775,590*	*1,775,590*
Governance costs	*10,000*	*10,000*
Total 2020	*1,785,590*	*1,785,590*

9. Auditors' remuneration

	2021 £	*2020 £*
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**16,500**	*15,000*
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	**72,305**	*47,101*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

10. Staff costs

	Group 2021 £	*Group 2020 £*	Charity 2021 £	*Charity 2020 £*
Wages and salaries	**4,387,658**	*2,430,206*	**2,654,974**	*1,980,153*
Social security costs	**324,222**	*159,456*	**214,327**	*121,552*
Contribution to defined contribution pension schemes	**44,168**	*18,331*	**29,684**	*14,046*
	4,756,048	*2,607,993*	**2,898,985**	*2,115,751*

The average number of persons employed by the Charity during the year was as follows:

	Group 2021 No.	*Group 2020 No.*	Charity 2021 No.	*Charity 2020 No.*
Employees	**262**	*112*	**161**	*58*
Unpaid trustees	**3**	*3*	**-**	*-*
	265	*115*	**161**	*58*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2021 No.	*Group 2020 No.*
In the band £60,001 - £70,000	**1**	*-*
In the band £70,001 - £80,000	**-**	*1*
In the band £80,001 - £90,000	**2**	*-*
In the band £110,001 - £120,000	**1**	*-*
In the band £120,001 - £130,000	**-**	*1*
In the band £290,001 - £300,000	**1**	*-*

The total employee benefits received by key management personnel during the year was £465,403 (2020 - £370,716).

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2020 - £NIL)*.

During the year ended 31 December 2021, no Trustee expenses have been incurred *(2020 - £NIL)*.

12. Intangible assets

Group

	Goodwill £
Cost	
Additions	**150,000**
At 31 December 2021	**150,000**
Amortisation	
Charge for the year	**17,500**
At 31 December 2021	**17,500**
Net book value	
At 31 December 2021	**132,500**
At 31 December 2020	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

12. Intangible assets (continued)

Charity

	Goodwill £
Cost	
Additions	**150,000**
At 31 December 2021	**150,000**
Amortisation	
Charge for the year	**17,500**
At 31 December 2021	**17,500**
Net book value	
At 31 December 2021	**132,500**
At 31 December 2020	**-**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

13. Tangible fixed assets

Group

	Short-term leasehold property £	Plant and equipment £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 January 2021	**53,139**	**1,033,618**	**42,801**	**12,880**	**1,142,438**
Additions	**81,058**	**902,037**	**56,167**	**95,915**	**1,135,177**
Disposals	**-**	**(175,339)**	**(16,715)**	**(1,104)**	**(193,158)**
At 31 December 2021	**134,197**	**1,760,316**	**82,253**	**107,691**	**2,084,457**
Depreciation					
At 1 January 2021	**15,397**	**137,771**	**5,216**	**1,251**	**159,635**
Charge for the year	**13,081**	**364,451**	**18,728**	**7,590**	**403,850**
On disposals	**-**	**(35,705)**	**(3,970)**	**(138)**	**(39,813)**
At 31 December 2021	**28,478**	**466,517**	**19,974**	**8,703**	**523,672**
Net book value					
At 31 December 2021	**105,719**	**1,293,799**	**62,279**	**98,988**	**1,560,785**
At 31 December 2020	*37,742*	*895,847*	*37,585*	*11,629*	*982,803*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2021

13. Tangible fixed assets (continued)

Charity

	Short-term leasehold property £	Plant and equipment £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 January 2021	**53,139**	**1,033,618**	**42,801**	**12,880**	**1,142,438**
Additions	**81,058**	**902,037**	**56,167**	**95,915**	**1,135,177**
Disposals	**-**	**(175,339)**	**(16,715)**	**(1,104)**	**(193,158)**
At 31 December 2021	**134,197**	**1,760,316**	**82,253**	**107,691**	**2,084,457**
Depreciation					
At 1 January 2021	**15,397**	**137,771**	**5,216**	**1,251**	**159,635**
Charge for the year	**13,081**	**364,451**	**18,728**	**7,590**	**403,850**
On disposals	**-**	**(35,705)**	**(3,970)**	**(138)**	**(39,813)**
At 31 December 2021	**28,478**	**466,517**	**19,974**	**8,703**	**523,672**
Net book value					
At 31 December 2021	**105,719**	**1,293,799**	**62,279**	**98,988**	**1,560,785**
At 31 December 2020	*37,742*	*895,847*	*37,585*	*11,629*	*982,803*

The net book value of assets held under finance leases or hire purchase contracts, included above, are as follows:

	2021 £	*2020 £*
Plant and equipment	**286,687**	*202,065*
Motor vehicles	**41,506**	-
	328,193	*202,065*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

14. Fixed asset investments

Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Principal place of business	Class of shares	Holding	Included in consolidation
Get Golfing Trading Limited	11558440	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Get Golfing Retail Limited	12985275	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Buckfield Park Limited	04027302	Pine Ridge Golf Club Old Bisley Road, Frimley, Camberley, Surrey, GU16 9NX	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/ (Loss) for the period £	Net assets £
Get Golfing Trading Limited	**3,119,584**	**2,846,003**	**273,581**	**273,582**
Get Golfing Retail Limited	**328,443**	**230,300**	**98,143**	**98,144**
Buckfield Park Limited	**-**	**-**	**-**	**1**

15. Parent charity

	2021 £	*2020 £*
Gross income	**8,833,467**	*5,778,509*
Results for the year	**(256,848)**	*766,258*
	8,576,619	*6,544,767*

16. Stocks

	Group 2021 £	*Group 2020 £*	Charity 2021 £	*Charity 2020 £*
Finished goods and goods for resale	**293,801**	*113,080*	**91,933**	*71,155*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

17. Debtors

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Due within one year				
Trade debtors	**1,406,810**	*11,107*	**1,406,809**	*11,107*
Amounts owed by group undertakings	**-**	*-*	**22,769**	*-*
Other debtors	**245,447**	*311,410*	**243,116**	*303,082*
Prepayments and accrued income	**185,722**	*317,674*	**182,237**	*317,671*
	1,837,979	*640,191*	**1,854,931**	*631,860*

18. Creditors: Amounts falling due within one year

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Bank overdrafts	**5**	*-*	**-**	*-*
Trade creditors	**486,650**	*213,094*	**386,233**	*187,790*
Amounts owed to group undertakings	**-**	*-*	**306,365**	*410,766*
Other taxation and social security	**145,373**	*75,078*	**115,181**	*54,357*
Obligations under finance lease and hire purchase contracts	**88,630**	*89,278*	**88,630**	*89,278*
Other creditors	**431,411**	*299,560*	**418,590**	*74,879*
Accruals and deferred income	**2,680,978**	*1,075,294*	**2,633,578**	*968,295*
	3,833,047	*1,752,304*	**3,948,577**	*1,785,365*

19. Creditors: Amounts falling due after more than one year

	Group 2021 £	Group 2020 £	Charity 2021 £	Charity 2020 £
Net obligations under finance lease and hire purchase contracts	**149,463**	*36,696*	**149,463**	*36,696*
Other creditors	**10,960**	*24,112*	**10,960**	*24,112*
	160,423	*60,808*	**160,423**	*60,808*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

20. Financial instruments

	Group 2021 £	*Group 2020 £*	Charity 2021 £	*Charity 2020 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	**2,768,765**	*1,594,884*	**2,695,154**	*1,374,949*

	Group 2021 £	*Group 2020 £*	Charity 2021 £	*Charity 2020 £*
Financial liabilities				
Other financial liabilities measured at fair value through income and expenditure	**528,448**	*296,962*	**344,440**	*103,922*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand, trade debtors and other debtors.

Other financial liabilities measured at fair value through income and expenditure comprise trade creditors, other creditors and accruals.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

21. Statement of funds

Statement of funds - current year

	Balance at 1 January 2021 £	Income £	Expenditure £	Transfers in/out £	Balance at 31 December 2021 £
Unrestricted funds					
General Funds	**663,683**	**12,244,368**	**(12,402,952)**	**246,019**	**751,118**
Revaluation reserve	**443,005**	**-**	**-**	**(246,019)**	**196,986**
	1,106,688	**12,244,368**	**(12,402,952)**	**-**	**948,104**
Restricted funds					
Hertfordshire Holiday Activity Programme	**-**	**4,800**	**(4,800)**	**-**	**-**
Greenwich Leisure Limited	**-**	**3,500**	**(3,500)**	**-**	**-**
	-	**8,300**	**(8,300)**	**-**	**-**
Total of funds	**1,106,688**	**12,252,668**	**(12,411,252)**	**-**	**948,104**

Statement of funds - prior year

	Balance at 1 January 2020 £	*Income* £	*Expenditure* £	*Gains/ (Losses)* £	*Balance at 31 December 2020* £
Unrestricted funds					
General Funds	*41,906*	*6,566,672*	*(5,944,895)*	*-*	*663,683*
Revaluation reserve	-	-	-	*443,005*	*443,005*
	41,906	*6,566,672*	*(5,944,895)*	*443,005*	*1,106,688*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

22. Analysis of net assets between funds

Analysis of net assets between funds - current year

	Unrestricted funds 2021 £	Total funds 2021 £
Tangible fixed assets	1,560,786	**1,560,786**
Intangible fixed assets	132,500	**132,500**
Current assets	3,248,288	**3,248,288**
Creditors due within one year	(3,833,047)	**(3,833,047)**
Creditors due in more than one year	(160,423)	**(160,423)**
Total	948,104	**948,104**

Analysis of net assets between funds - prior year

	Unrestricted funds 2020 £	*Total funds 2020 £*
Tangible fixed assets	*982,803*	*982,803*
Current assets	*1,936,997*	*1,936,997*
Creditors due within one year	*(1,752,304)*	*(1,752,304)*
Creditors due in more than one year	*(60,808)*	*(60,808)*
Total	*1,106,688*	*1,106,688*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

23. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2021 £	*Group 2020 £*
Net income/expenditure for the year (as per Statement of Financial Activities)	**(158,584)**	*621,777*
Adjustments for:		
Depreciation charges	**403,850**	*134,899*
Amortisation charges	**17,500**	*-*
Dividends, interests and rents from investments	**(273,461)**	*-*
Loss/(profit) on the sale of fixed assets	**(605,406)**	*-*
Increase in stocks	**(180,721)**	*(84,357)*
Increase in debtors	**(1,197,788)**	*(606,845)*
Increase in creditors	**2,068,234**	*1,447,547*
Net cash provided by operating activities	**73,624**	*1,513,021*

24. Analysis of cash and cash equivalents

	Group 2021 £	*Group 2020 £*
Cash in hand	**1,116,508**	*1,183,726*
Overdraft facility repayable on demand	**(5)**	*-*
Total cash and cash equivalents	**1,116,503**	*1,183,726*

25. Analysis of changes in net debt

	At 1 January 2021 £	Cash flows £	New finance leases £	At 31 December 2021 £
Cash at bank and in hand	**1,183,726**	**(67,218)**	**-**	**1,116,508**
Bank overdrafts repayable on demand	**-**	**(5)**	**-**	**(5)**
Finance leases	**(125,974)**	**117,692**	**(229,811)**	**(238,093)**
	1,057,752	**50,469**	**(229,811)**	**878,410**

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2021

26. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £44,168 (2020 - £29,684). £12,280 (2020 - £15,272) was payable to the fund at the balance sheet date.

27. Operating lease commitments

At 31 December 2021 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2021 £	*Group 2020 £*	**Charity 2021 £**	*Charity 2020 £*
Not later than 1 year	**781,415**	*922,415*	**781,415**	*922,415*
Later than 1 year and not later than 5 years	**3,145,160**	*3,573,160*	**3,145,160**	*3,573,160*
Later than 5 years	**18,981,639**	*21,780,304*	**18,981,639**	*21,780,304*
	22,908,214	*26,275,879*	**22,908,214**	*26,275,879*

28. Other financial commitments

Get Golfing CIO has a commitment to spend £175,000 up to 30 June 2028 on capital improvement projects on one of its golf clubs and is contracted to receive 25% of net sales proceeds if the property is sold by the landlord.

29. Related party transactions

During the year the Group purchased services of £2,253 (2020 - £32,195) from Eagle Golf Services Limited, a company in which Trustee J Covey is a director. The amount owed to Eagle Golf Services Limited at the year end was £1,020 (2020 - £1,710).

During the year the Group purchased services of £13,000 (2020 - £9,600) from Timberlake Sport Limited, a company in which Trustee I Timberlake is a director. The amount owed to Timberlake Sport Limited at the year end was £Nil (2020 - £Nil).

Last year a loan of £10,152 was advanced to E J Richardson, the CEO of the Group. The loan was interest free and was repaid in March 2021. The amount owed to Get Golfing CIO at the year end was £Nil (2020 - £10,152).

30. Post balance sheet events

The Charity's active trading subsidiary has donated its' retained profits for the year ended 31st December 2021 to the Charity.

GET GOLFING CIO

England & Wales - Charity number 1179513

Accounts

Charity number: 1179513

GET GOLFING CIO

FINANCIAL STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

GET GOLFING CIO

CONTENTS

	Page
Reference and administrative details of the Charity, its Trustees and advisers	1
Trustees' report	2 - 5
Independent auditors' report on the financial statements	6 - 9
Consolidated statement of financial activities	10
Consolidated balance sheet	11
Charity balance sheet	12
Consolidated statement of cash flows	13
Notes to the financial statements	14 - 31

GET GOLFING CIO

REFERENCE AND ADMINISTRATIVE DETAILS OF THE CHARITY, ITS TRUSTEES AND ADVISERS FOR THE YEAR ENDED 31 DECEMBER 2020

Trustees	Mr J Covey Mr S Pilbeam Mr I Timberlake
Charity registered number	1179513
Principal office	Henwood House Henwood Ashford Kent TN24 8DH
Independent auditors	Magee Gammon Corporate Limited Chartered Accountants & Statutory Auditors Henwood House Henwood Ashford Kent TN24 8DH
Bankers	Metro Bank plc 10 Week Street Maidstone Kent ME14 1RN

TRUSTEES' REPORT
FOR THE YEAR ENDED 31 DECEMBER 2020

The Trustees present their annual report together with the audited financial statements of the Charity for the year from 1 January 2020 to 31 December 2020. The Annual Report serves the purposes of both a Trustees' report and a directors' report under company law. The Trustees confirm that the Annual Report and financial statements of the charitable company comply with the current statutory requirements, the requirements of the charitable company's governing document and the provisions of the Statement of Recommended Practice (SORP) applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS102) (effective 1 January 2015) as amended by Update Bulletin 1 (effective January 2015).

Since the Charity qualifies as small under section 382 of the Companies Act 2006, the Strategic Report required of medium and large companies under the Companies Act 2006 (Strategic Report and Directors' Report) Regulations 2013 has been omitted.

Objectives and activities

a. Policies and objectives

The principal charitable objective of the Charity during the period under review, was that of the promotion of community participation in healthy recreation, in particular by the provision of facilities for the playing of golf. The secondary charitable objective of the Charity is to carry out such other charitable purposes beneficial to the community consistent with the principal objective as the Trustees shall in their absolute discretion determine.

The Trustees confirm that they have referred to the guidance contained in the Charity Commission's general guidance on public benefit when reviewing the Charity's aims and objectives, and in planning future activities.

b. Activities undertaken to achieve objectives

At the start of the year under review the Charity leased a single existing established and operational golf club. That golf club had previously been under threat of potential closure, but actions taken by the Charity had secured the future for that site.

In the middle of the year under review the Charity leased a further seven existing established and operational golf clubs. All of those golf clubs were in need of rationalisation and investment in order to secure their long term future. A substantial amount of work was undertaken to stabilise the golf clubs in question by the reinvestment of day to day surplus income in making the clubs more attractive to users and by bringing sound management techniques to bear so as to increase participation by a combination of making the golf product provided more attractive to the community and fostering an inclusive family ethos.

There were additional fixed assets acquired for no consideration with the leasing of six of the seven golf clubs, these have been valued by an independent valuer at an amount of £443,005.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

Achievements and performance

a. Review of activities

The Trustees are pleased to report that, notwithstanding the effects of the pandemic, the activities undertaken have been very successful. Whilst the pandemic triggered a nationwide increase in golf participation, the Charity's participation rates were substantially ahead of that curve. The Charity's initiative to make membership affordable through a group points system has attracted in excess of 1,500 new members.

The consequence of the increase in participation is that the Charity has had funds to undertake a number of key re-investment programmes over the winter period and, in the opinion of the Trustees, has secured the future of the golf clubs. This has, in the opinion of the Trustees, already provided substantial community benefit.

The Trustees believe that, having secured the future of the various clubs, it is important to move on to further promote the benefits that the Charity can deliver in pursuance of its objectives. To this end, the Charity appointed a full time Community Development Officer at the start of 2021. This has already resulted in a number of innovative initiatives.

In addition to the introduction of the Community Development Officer, the Charity have fully embraced young staff training with the Kickstart programme, and have introduced apprenticeships and a management training programme.

Of the seven golf clubs taken on during the year, one unfortunately came with lease terms that meant it was extremely difficult to ensure the medium term viability of that facility. Following failed negotiations with the landlord, the Charity exercised a break provision within the lease at the end of March 2021, and that golf club has now closed.

The Charity continues to seek opportunities to expand the sphere of the benefit it can provide. To this end, as at the date of this report, agreement in principle has been reached to take on leases at a further three golf clubs.

b. Investment policy and performance

The income and capital of the Charity is solely dedicated to the promotion of the objectives of the Charity. The Trustees expect all and any operating surpluses to be reinvested into the activities of the Charity for the foreseeable future and have no plans to invest externally to the Charity.

Financial review

a. Going concern

The COVID-19 pandemic has resulted in a detrimental impact on the food and beverage operations of the charity. However, the golf operations performed very strongly so that, overall, the charity achieved a healthy surplus for the year. The Trustees do not believe there has been a negative impact on the going concern of the charity and have a reasonable expectation that the Charity has adequate resources to continue in operational existence for the foreseeable future. For this reason, they have adopted the going concern basis in preparing the financial statements.

b. Principal funding

The primary sources of income are income generated from charitable activities of £5,041,261 (2019: £1,078,912) and income from other trading activities within the trading subsidiary of £1,083,219 (2019: £613,248). The group also generated income of £443,005 for fixed assets received at £nil consideration as part of the acquisition of six golf clubs during the period as well as £419,725 from government support grants during the COVID-19 pandemic.

The main expenditure of the Charity is staff costs of £1,896,337 (2019: £335,806).

c. Loss of funds

During the year the charity was the victim of a sophisticated cybercrime, as a result of which £47,780 was lost. It is unlikely this will be recovered. The charity has undertaken steps as appropriate to guard further against the risk of any future cybercrime.

Structure, governance and management

a. Constitution

Get Golfing CIO is a registered charity, number 1179513 and was registered on 10 August 2018.

Get Golfing CIO has three 100% subsidiaries. The only active subsidiary as at the end of the year under review was Get Golfing Trading Limited, which operates the food and beverage outlets at the golf facilities operated by the Charity. The other two subsidiaries (Get Golfing Retail Limited and Buckfield Park Limited) were dormant throughout the year.

b. Methods of appointment or election of Trustees

The management of the Charity is the responsibility of the Trustees who are appointed under the terms of the Trust deed.

The current Trustees were appointed upon the formation of the Charity. Trustees remain in post until they resign or otherwise cease under the provisions of the Charity constitution. New Trustees are elected by the Trustees then in post. The Trustees who served during the year were as follows:

Mr J Covey
Mr S Pilbeam
Mr I Timberlake

c. Organisational structure and decision-making policies

In common with most small charities the organisational structure is flat and kept simple, with the key professional advisers reporting to the Trustees at ad hoc meetings as required.

The Trustees make key decisions at Trustee meetings, which are held from time to time as required..

Plans for future periods

As indicated above, the Charity has agreed in principle to take leases of a further three golf clubs – which would bring the number of facilities being operated by the Charity to ten. The Charity is working hard on creating a management infrastructure that will be capable of allowing the Charity to take on further golf clubs of a character appropriate to its objectives and to facilitate the delivery of the maximum possible community benefit.

TRUSTEES' REPORT (CONTINUED)
FOR THE YEAR ENDED 31 DECEMBER 2020

Statement of Trustees' responsibilities

The Trustees are responsible for preparing the Trustees' report and the financial statements in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to charities in England & Wales requires the Trustees to prepare financial statements for each financial which give a true and fair view of the state of affairs of the Group and the Charity and of their incoming resources and application of resources, including their income and expenditure, for that period. In preparing these financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles of the Charities SORP (FRS 102);
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards (FRS 102) have been followed, subject to any material departures disclosed and explained in the financial statements;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group will continue in business.

The Trustees are responsible for keeping adequate accounting records that are sufficient to show and explain the Group and the Charity's transactions and disclose with reasonable accuracy at any time the financial position of the Group and the Charity and enable them to ensure that the financial statements comply with the Charities Act 2011, the Charity (Accounts and Reports) Regulations 2008 and the provisions of the Trust deed. They are also responsible for safeguarding the assets of the Group and the Charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

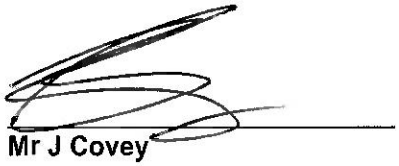
Each of the persons who are Trustees at the time when this Trustees' report is approved has confirmed that:

- so far as that Trustee is aware, there is no relevant audit information of which the charitable group's auditors are unaware, and
- that Trustee has taken all the steps that ought to have been taken as a Trustee in order to be aware of any relevant audit information and to establish that the charitable group's auditors are aware of that information.

Auditors

The auditors, Magee Gammon Corporate Limited, have indicated their willingness to continue in office. The designated Trustees will propose a motion reappointing the auditors at a meeting of the Trustees.

Approved by order of the members of the board of Trustees on 24 May 2021 and signed on their behalf by:



Mr J Covey

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO

Opinion

We have audited the financial statements of Get Golfing CIO (the 'parent charity') and its subsidiaries (the 'group') for the year ended 31 December 2020 which comprise the Consolidated statement of financial activities, the consolidated balance sheet, the charity balance sheet, the consolidated statement of cash flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice).

The financial statements have been prepared in accordance with Accounting and Reporting by Charities preparing their accounts in accordance with the Financial Reporting Standards applicable in the UK and Republic of Ireland (FRS 102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005 which is referred to in the extant regulations but has been withdrawn.

This has been done in order for the accounts to provide a true and fair view in accordance with the Generally Accepted Accounting Practice effective for reporting periods beginning on or after 1 January 2015.

In our opinion the financial statements:

- give a true and fair view of the state of the Group's and of the parent charity's affairs as at 31 December 2020 and of the Group's incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditors' responsibilities for the audit of the financial statements section of our report. We are independent of the Group in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Group's or the parent charity's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Trustees with respect to going concern are described in the relevant sections of this report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Other information

The Trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditors' report thereon. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities (Accounts and Reports) Regulations 2008 requires us to report to you if, in our opinion:

- the information given in the Trustees' report is inconsistent in any material respect with the financial statements; or
- the parent Charity has not kept sufficient accounting records; or
- the parent Charity financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the Trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the Group's and the parent charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the Group or the parent charity or to cease operations, or have no realistic alternative but to do so.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Auditors' responsibilities for the audit of the financial statements

We have been appointed as auditor under section 151 of the Charities Act 2011 and report in accordance with the Act and relevant regulations made or having effect thereunder.

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

Capability of the audit in detecting irregularities including fraud

Based on our understanding of the charity, we have considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Charities Act 2011. We evaluated management incentives and opportunities for fraudulent manipulation of the financial statements including management override, and considered that the principal risk was related to the posting of inappropriate journal entries to improve the result before tax for the year.

We designed audit procedures to respond to the risk, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion.

Procedures performed by the audit team included:

- Discussions with management regarding known or suspected instances of non-compliance with laws and regulations;
- Evaluation of controls designed to prevent and detect irregularities; and
- Assessing journal entries as part of our planned audit approach.

There are inherent limitations in the audit procedures described above, and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. As in all of our audits we also addressed the risk of management override of internal controls, including testing journals and evaluating whether there was evidence of bias by the Trustees that represented a risk of material misstatement due to fraud.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditors' report.

INDEPENDENT AUDITORS' REPORT TO THE MEMBERS OF GET GOLFING CIO (CONTINUED)

Use of our report

This report is made solely to the charity's trustees, as a body, in accordance with Part 4 of the Charities (Accounts and Reports) Regulations 2008. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditors' report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees, as a body, for our audit work, for this report, or for the opinions we have formed.



Magee Gammon Corporate Limited
Chartered Accountants & Statutory Auditors
Henwood House
Henwood
Ashford
Kent
TN24 8DH

24 May 2021

Magee Gammon Corporate Limited are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

CONSOLIDATED STATEMENT OF FINANCIAL ACTIVITIES FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	Unrestricted funds 2020	Total funds 2020	*Total funds 2019*
		£	£	£
Income from:				
COVID-19 grants	3	**419,725**	**419,725**	-
Charitable activities	4	**5,041,261**	**5,041,261**	*1,078,912*
Other trading activities	5	**1,083,219**	**1,083,219**	*613,248*
Other income	6	**22,467**	**22,467**	-
Total income		**6,566,672**	**6,566,672**	*1,692,160*
Expenditure on:				
Raising funds		**1,047,838**	**1,047,838**	*638,312*
Charitable activities	7	**4,897,057**	**4,897,057**	*1,011,942*
Total expenditure		**5,944,895**	**5,944,895**	*1,650,254*
Net movement in funds before other recognised gains		**621,777**	**621,777**	*41,906*
Other recognised gains:				
Gains on revaluation of fixed assets		**443,005**	**443,005**	-
Net movement in funds		**1,064,782**	**1,064,782**	*41,906*
Reconciliation of funds:				
Total funds brought forward		**41,906**	**41,906**	-
Net movement in funds		**1,064,782**	**1,064,782**	*41,906*
Total funds carried forward		**1,106,688**	**1,106,688**	*41,906*

The Consolidated statement of financial activities includes all gains and losses recognised in the year.

The notes on pages 14 to 31 form part of these financial statements.

CONSOLIDATED BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible assets	12		**982,803**		*117,510*
Current assets					
Stocks	15	**113,080**		*28,723*	
Debtors	16	**640,191**		*33,345*	
Cash at bank and in hand		**1,183,726**		*102,129*	
		1,936,997		*164,197*	
Creditors: amounts falling due within one year	17	**(1,752,304)**		*(202,537)*	
Net current assets / liabilities			**184,693**		*(38,340)*
Total assets less current liabilities			**1,167,496**		*79,170*
Creditors: amounts falling due after more than one year	18		**(60,808)**		*(37,264)*
Total net assets			**1,106,688**		*41,906*
Charity funds					
Unrestricted funds					
General funds	20	**663,683**		*41,906*	
Revaluation reserve		**443,005**		-	
Total unrestricted funds	20		**1,106,688**		*41,906*
Total funds			**1,106,688**		*41,906*

The financial statements were approved and authorised for issue by the Trustees on 24 May 2021 and signed on their behalf by:



Mr J Covey

The notes on pages 14 to 31 form part of these financial statements.

CHARITY BALANCE SHEET
AS AT 31 DECEMBER 2020

	Note		2020 £		2019 £
Fixed assets					
Tangible assets	12		**982,803**		*104,512*
Investments	13		**3**		*1*
			982,806		*104,513*
Current assets					
Stocks	15	**71,155**		*21,861*	
Debtors	16	**631,860**		*29,204*	
Cash at bank and in hand		**993,580**		*96,797*	
		1,696,595		*147,862*	
Creditors: amounts falling due within one year	17	**(1,785,365)**		*(148,141)*	
Net current assets / liabilities			**(88,770)**		*(279)*
Total assets less current liabilities			**894,036**		*104,234*
Creditors: amounts falling due after more than one year	18		**(60,808)**		*(37,264)*
Total net assets			**833,228**		*66,970*
Charity funds					
Unrestricted funds					
General funds	20	**390,223**		*66,970*	
Revaluation reserve		**443,005**		-	
Total unrestricted funds	20		**833,228**		*66,970*
Total funds			**833,228**		*66,970*

The financial statements were approved and authorised for issue by the Trustees on 24 May 2021 and signed on their behalf by:

Mr J Covey

The notes on pages 14 to 31 form part of these financial statements.

CONSOLIDATED STATEMENT OF CASH FLOWS
FOR THE YEAR ENDED 31 DECEMBER 2020

	Note	2020 £	*2019 £*
Cash flows from operating activities			
Net cash provided by operating activities	22	**1,513,021**	*244,375*
Cash flows from investing activities			
Proceeds from the sale of tangible fixed assets		**15,694**	-
Purchase of tangible fixed assets		**(572,882)**	*(142,246)*
Net cash used in investing activities		**(557,188)**	**(142,246)**
Cash flows from financing activities			
New finance leases		**171,873**	-
Repayments of finance leases		**(46,109)**	-
Net cash provided by financing activities		**125,764**	-
Change in cash and cash equivalents in the year		**1,081,597**	**102,129**
Cash and cash equivalents at the beginning of the year		**102,129**	-
Cash and cash equivalents at the end of the year	23	**1,183,726**	*102,129*

The notes on pages 14 to 31 form part of these financial statements

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

1. General information

Get Golfing CIO is a registered charity (company number CE014847), (charity number 1179513) in England and Wales and is incorporated under the Charities Act as a Charitable Incorporated Organisation (CIO). The registered address is Henwood House, Henwood, Ashford, Kent, TN24 8DH and the principal place of business is Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT

2. Accounting policies

2.1 Basis of preparation of financial statements

The financial statements have been prepared in accordance with the Charities SORP (FRS 102) - Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Charities Act 2011.

The financial statements have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair' view. This departure has involved following the Charities SORP (FRS 102) published on 16 July 2014 rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

Get Golfing CIO meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value unless otherwise stated in the relevant accounting policy.

The consolidated statement of financial activities (SOFA) and consolidated balance sheet consolidate the financial statements of the Group and its subsidiary undertaking. The results of the subsidiary are consolidated on a line by line basis.

2.2 Going concern

The financial statements have been prepared on a going concern basis. While the impact of the COVID-19 pandemic has been assessed by the Trustees, so far as reasonably possible, due to its unprecedented impact of the wider economy, it is difficult to evaluate with any certainty the potential outcomes on the Charity's activities. However, taking into consideration the UK Government's response and the Charity's planning, the Trustees have a reasonable expectation that the Charity will continue in operational existence for the foreseeable future.

2.3 Income

All income is recognised once the Charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

Grants are included in the consolidated statement of financial activities on a receivable basis. The balance of income received for specific purposes but not expended during the period is shown in the relevant funds on the balance sheet. Where income is received in advance of entitlement of receipt, its recognition is deferred and included in creditors as deferred income. Where entitlement occurs before income is received, the income is accrued.

2. Accounting policies (continued)

2.4 Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Expenditure on charitable activities is incurred on directly undertaking the activities which further the Group's objectives, as well as any associated support costs.

2.5 Government grants

Grants are accounted under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to profit or loss at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income.

Grants of a revenue nature are recognised in the Statement of financial activities in the same period as the related expenditure.

During the COVID-19 pandemic, the Charity received government support grants and these, due to their exceptional nature, are shown separately on the face of the Statement of financial activities.

2.6 Tangible fixed assets and depreciation

Tangible fixed assets costing £500 or more are capitalised and recognised when future economic benefits are probable and the cost or value of the asset can be measured reliably.

Tangible fixed assets are initially recognised at cost. After recognition, under the revaluation model, tangible fixed assets whose fair value can be measured reliably shall be carried at a revalued amount, being their fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Revaluations are made with sufficient regularity to ensure that the carrying amount does not differ materially from that which would be determined using fair value at the end of the reporting date.

Fair values are determined from market-based evidence by appraisal that is normally undertaken by professionally qualified valuers. If there is no market-based evidence of fair value because of the specialised nature of the tangible fixed asset and it is rarely sold, except as part of a contributing business, a Charity may need to estimate fair value using an income or depreciated replacement cost approach.

Gains and losses on revaluation are recognised in the consolidated statement of financial activities, with a separate revaluation reserve being shown in the Statement of funds note.

2. Accounting policies (continued)

2.6 Tangible fixed assets and depreciation (continued)

Depreciation is charged so as to allocate the cost of tangible fixed assets less their residual value over their estimated useful lives, using the straight-line method.

Depreciation is provided on the following bases:

Short-term leasehold property	- Over the term of the lease
Plant and machinery	- 20% straight line basis
Motor vehicles	- 20% straight line basis
Fixtures and fittings	- 20% straight line basis
Office equipment	- 20% straight line basis

2.7 Investments

Fixed asset investments are a form of financial instrument and are initially recognised at their transaction cost and subsequently measured at fair value at the balance sheet date, unless the value cannot be measured reliably in which case it is measured at cost less impairment. Investment gains and losses, whether realised or unrealised, are combined and presented as 'Gains/(Losses) on investments' in the consolidated statement of financial activities.

Investments in subsidiaries are valued at cost less provision for impairment.

2.8 Stocks

Stocks are valued at the lower of cost and net realisable value after making due allowance for obsolete and slow-moving stocks. Cost includes all direct costs and an appropriate proportion of fixed and variable overheads.

2.9 Debtors

Trade and other debtors are recognised at the settlement amount after any trade discount offered. Prepayments are valued at the amount prepaid net of any trade discounts due.

2.10 Cash at bank and in hand

Cash at bank and in hand includes cash and short-term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

2.11 Liabilities and provisions

Liabilities are recognised when there is an obligation at the balance sheet date as a result of a past event, it is probable that a transfer of economic benefit will be required in settlement, and the amount of the settlement can be estimated reliably.

Liabilities are recognised at the amount that the Charity anticipates it will pay to settle the debt or the amount it has received as advanced payments for the goods or services it must provide.

Provisions are measured at the best estimate of the amounts required to settle the obligation. Where the effect of the time value of money is material, the provision is based on the present value of those amounts, discounted at the pre-tax discount rate that reflects the risks specific to the liability. The unwinding of the discount is recognised in the consolidated statement of financial activities as a finance cost.

2. Accounting policies (continued)

2.12 Financial instruments

The Group only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value with the exception of bank loans which are subsequently measured at amortised cost using the effective interest method.

2.13 Finance leases and hire purchase

Assets obtained under hire purchase contracts and finance leases are capitalised as tangible fixed assets. Assets acquired by finance lease are depreciated over the shorter of the lease term and their useful lives. Assets acquired by hire purchase are depreciated over their useful lives. Finance leases are those where substantially all of the benefits and risks of ownership are assumed by the Group. Obligations under such agreements are included in creditors, net of the finance charge allocated to future periods. The finance element of the rental payment is charged to the consolidated statement of financial activities so as to produce a constant periodic rate of charge on the net obligation outstanding in each period.

2.14 Pensions

The Group operates a defined contribution pension scheme and the pension charge represents the amounts payable by the Group to the fund in respect of the year.

2.15 Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the Group and which have not been designated for other purposes.

3. COVID-19 grants

	Unrestricted funds 2020	**Total funds 2020**	*Total funds 2019*
	£	**£**	*£*
Coronavirus job retention scheme grants	379,955	**379,955**	-
Coronavirus business support grants	39,770	**39,770**	-
Total 2020	419,725	**419,725**	-

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

4. Income from charitable activities

	Unrestricted funds 2020 £	Total funds 2020 £
Golf operations	5,000,654	**5,000,654**
Rental income	40,607	**40,607**
Total 2020	5,041,261	**5,041,261**

	Unrestricted funds 2019 £	*Total funds 2019 £*
Golf operations	*1,068,407*	*1,068,407*
Rental income	*10,505*	*10,505*
Total 2019	*1,078,912*	*1,078,912*

5. Income from other trading activities

Income from non charitable trading activities

	Unrestricted funds 2020 £	Total funds 2020 £
Sales	1,083,219	**1,083,219**

	Unrestricted funds 2019 £	*Total funds 2019 £*
Sales	*613,248*	*613,248*

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

6. Other incoming resources

	Unrestricted funds 2020 £	Total funds 2020 £	*Total funds 2019 £*
Other income	22,467	**22,467**	-

7. Analysis of expenditure on charitable activities

Summary by fund type

	Unrestricted funds 2020 £	Total funds 2020 £
Golf operations	4,897,057	**4,897,057**

	Unrestricted funds 2019 £	*Total funds 2019 £*
Golf operations	*1,011,942*	*1,011,942*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

8. Analysis of expenditure by activities

	Activities undertaken directly 2020 £	Support costs 2020 £	Total funds 2020 £
Golf operations	3,111,468	1,785,590	**4,897,058**

	Activities undertaken directly 2019 £	*Support costs 2019 £*	*Total funds 2019 £*
Golf operations	*519,501*	*492,441*	*1,011,942*

Analysis of support costs

	Golf operations 2020 £	Total funds 2020 £
Support costs	1,775,590	**1,775,590**
Governance costs	10,000	**10,000**
Total 2020	1,785,590	**1,785,590**

	Golf operations 2019 £	*Total funds 2019 £*
Support costs	*482,464*	*482,464*
Governance costs	*9,977*	*9,977*
Total 2019	*492,441*	*492,441*

9. Auditors' remuneration

	2020 £	2019 £
Fees payable to the Charity's auditor for the audit of the Charity's annual accounts	**15,000**	*10,000*
Fees payable to the Charity's auditor in respect of:		
All non-audit services not included above	**47,101**	*35,473*

10. Staff costs

	Group 2020 £	Group 2019 £	Charity 2020 £	Charity 2019 £
Wages and salaries	**2,430,206**	*566,309*	**1,980,153**	*306,610*
Social security costs	**159,456**	*40,531*	**121,552**	*23,953*
Contribution to defined contribution pension schemes	**18,331**	*7,676*	**14,046**	*5,243*
	2,607,993	*614,516*	**2,115,751**	*335,806*

The average number of persons employed by the Charity during the year was as follows:

	Group 2020 No.	Group 2019 No.	Charity 2020 No.	Charity 2019 No.
Employees	**112**	*32*	**58**	*11*
Unpaid trustees	**3**	*3*	**-**	*-*
	115	*35*	**58**	*11*

The number of employees whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	Group 2020 No.	Group 2019 No.
In the band £80,001 - £90,000	**1**	-
In the band £340,001 - £350,000	**1**	-

The total employee benefits received by key management personnel during the year was £370,716.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

11. Trustees' remuneration and expenses

During the year, no Trustees received any remuneration or other benefits *(2019 - £NIL)*.

During the year ended 31 December 2020, no Trustee expenses have been incurred *(2019 - £NIL)*.

12. Tangible fixed assets

Group

	Short-term leasehold property £	Plant and equipment £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 January 2020	**49,181**	**87,638**	**3,066**	**2,361**	**142,246**
Additions	**3,958**	**508,670**	**49,735**	**10,519**	**572,882**
Disposals	**-**	**(5,695)**	**(10,000)**	**-**	**(15,695)**
Revaluations	**-**	**443,005**	**-**	**-**	**443,005**
At 31 December 2020	**53,139**	**1,033,618**	**42,801**	**12,880**	**1,142,438**
Depreciation					
At 1 January 2020	**5,163**	**18,767**	**511**	**295**	**24,736**
Charge for the year	**10,234**	**119,004**	**4,705**	**956**	**134,899**
At 31 December 2020	**15,397**	**137,771**	**5,216**	**1,251**	**159,635**
Net book value					
At 31 December 2020	**37,742**	**895,847**	**37,585**	**11,629**	**982,803**
At 31 December 2019	*44,018*	*68,871*	*2,555*	*2,066*	*117,510*

Plant and machinery of the group with a net book value of £202,065 (2019 - £Nil) are held under finance leases or hire purchase contracts.

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

12. Tangible fixed assets (continued)

Charity

	Short-term leasehold property £	Plant and equipment £	Motor vehicles £	Office equipment £	Total £
Cost or valuation					
At 1 January 2020	**49,181**	**72,279**	**3,066**	**2,361**	**126,887**
Additions	**3,958**	**508,670**	**49,735**	**10,519**	**572,882**
Transfers intra group	**-**	**15,359**	**-**	**-**	**15,359**
Disposals	**-**	**(5,695)**	**(10,000)**	**-**	**(15,695)**
Revaluations	**-**	**443,005**	**-**	**-**	**443,005**
At 31 December 2020	**53,139**	**1,033,618**	**42,801**	**12,880**	**1,142,438**
Depreciation					
At 1 January 2020	**5,163**	**16,406**	**511**	**295**	**22,375**
Charge for the year	**10,234**	**119,004**	**4,705**	**956**	**134,899**
Transfers intra group	**-**	**2,361**	**-**	**-**	**2,361**
At 31 December 2020	**15,397**	**137,771**	**5,216**	**1,251**	**159,635**
Net book value					
At 31 December 2020	**37,742**	**895,847**	**37,585**	**11,629**	**982,803**
At 31 December 2019	*44,018*	*55,873*	*2,555*	*2,066*	*104,512*

Plant and machinery of the charity with a net book value of £202,065 (2019 - £Nil) are held under finance leases or hire purchase contracts.

13. Fixed asset investments

Principal subsidiaries

The following were subsidiary undertakings of the Charity:

Names	Company number	Registered office or principal place of business	Class of shares	Holding	Included in consolidation
Get Golfing Trading Limited	11558440	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Get Golfing Retail Limited	12985275	Redlibbets Golf Club, West Yoke, Sevenoaks TN15 7HT	Ordinary	100%	Yes
Buckfield Park Limited	04027302	Pine Ridge Golf Club Old Bisley Road, Frimley, Camberley, Surrey, GU16 9NX	Ordinary	100%	Yes

The financial results of the subsidiaries for the year were:

Names	Income £	Expenditure £	Profit/ (Loss) for the period £	Net assets £
Get Golfing Trading Limited	**1,234,431**	**(935,908)**	**298,523**	**273,462**
Get Golfing Retail Limited	-	-	-	**1**
Buckfield Park Limited	-	-	-	**1**

14. Parent charity

	2020 £	*2019 £*
Gross income	**5,778,509**	*1,078,912*
Results for the year	**766,258**	*66,970*
	6,544,767	*1,145,882*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

15. Stocks

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Finished goods and goods for resale	**113,080**	*28,723*	**71,155**	*21,861*

16. Debtors

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Due within one year				
Trade debtors	**11,107**	*1,845*	**11,107**	*1,846*
Other debtors	**311,410**	*3,638*	**303,082**	*3,525*
Prepayments and accrued income	**317,674**	*27,862*	**317,671**	*23,833*
	640,191	*33,345*	**631,860**	*29,204*

17. Creditors: Amounts falling due within one year

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Trade creditors	**213,094**	*44,854*	**187,790**	*24,104*
Amounts owed to group undertakings	**-**	*-*	**410,766**	*13,834*
Other taxation and social security	**75,078**	*21,980*	**54,357**	*7,567*
Obligations under finance lease and hire purchase contracts	**89,278**	*-*	**89,278**	*-*
Other creditors	**299,561**	*40,260*	**74,879**	*19,057*
Accruals and deferred income	**1,075,293**	*95,443*	**968,295**	*83,579*
	1,752,304	*202,537*	**1,785,365**	*148,141*

Finance lease and hire purchase contracts are secured on the assets concerned.

17. Creditors: Amounts falling due within one year (continued)

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
	Group 2020 £	*Group 2019 £*	**Charity 2020 £**	*Charity 2019 £*
Deferred income at 1 January 2020	**52,946**	-	**52,946**	-
Resources deferred during the year	**582,809**	*52,946*	**582,809**	*52,946*
Amounts released from previous periods	**(52,946)**	-	**(52,946)**	-
	582,809	*52,946*	**582,809**	*52,946*

Deferred income relates to membership income which expires after the year end.

18. Creditors: Amounts falling due after more than one year

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Net obligations under finance lease and hire purchase contracts	**36,696**	-	**36,696**	-
Other creditors	**24,112**	*37,264*	**24,112**	*37,264*
	60,808	*37,264*	**60,808**	*37,264*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

19. Financial instruments

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Financial assets				
Financial assets measured at fair value through income and expenditure	**1,596,551**	*107,613*	**1,398,207**	*102,167*

	Group 2020 £	*Group 2019 £*	Charity 2020 £	*Charity 2019 £*
Financial liabilities				
Other financial liabilities measured at fair value through income and expenditure	**1,002,481**	*163,425*	**740,533**	*111,057*

Financial assets measured at fair value through income and expenditure comprise cash at bank and in hand, trade debtors and other debtors.

Other financial liabilities measured at fair value through income and expenditure comprise trade creditors, other creditors and accruals.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

20. Statement of funds

Statement of funds - current year

	Balance at 1 January 2020 £	Income £	Expenditure £	Gains/ (Losses) £	Balance at 31 December 2020 £
Unrestricted funds					
General Funds	**41,906**	**6,566,672**	**(5,944,895)**	**-**	**663,683**
Revaluation reserve	**-**	**-**	**-**	**443,005**	**443,005**
	41,906	**6,566,672**	**(5,944,895)**	**443,005**	**1,106,688**

Statement of funds - prior year

	Income £	*Expenditure* £	*Balance at 31 December 2019* £
Unrestricted funds			
General Funds	*1,692,160*	*(1,650,254)*	*41,906*

21. Analysis of net assets between funds

Analysis of net assets between funds - current period

	Unrestricted funds 2020 £	Total funds 2020 £
Tangible fixed assets	982,803	**982,803**
Current assets	1,936,997	**1,936,997**
Creditors due within one year	(1,752,304)	**(1,752,304)**
Creditors due in more than one year	(60,808)	**(60,808)**
Total	1,106,688	**1,106,688**

NOTES TO THE FINANCIAL STATEMENTS
FOR THE YEAR ENDED 31 DECEMBER 2020

21. Analysis of net assets between funds (continued)

Analysis of net assets between funds - prior period

	Unrestricted funds 2019 £	*Total funds 2019* £
Tangible fixed assets	117,510	*117,510*
Current assets	164,197	*164,197*
Creditors due within one year	(202,537)	*(202,537)*
Creditors due in more than one year	(37,264)	*(37,264)*
Total	41,906	*41,906*

22. Reconciliation of net movement in funds to net cash flow from operating activities

	Group 2020 £	*Group 2019* £
Net income for the period (as per Statement of Financial Activities)	**621,777**	*41,906*
Adjustments for:		
Depreciation charges	**134,899**	*24,736*
Increase in stocks	**(84,357)**	*(28,723)*
Increase in debtors	**(606,845)**	*(33,345)*
Increase in creditors	**1,447,547**	*239,801*
Net cash provided by operating activities	**1,513,021**	*244,375*

23. Analysis of cash and cash equivalents

	Group 2020 £	*Group 2019* £
Cash in hand	**1,183,726**	*102,129*
Total cash and cash equivalents	**1,183,726**	*102,129*

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

24. Analysis of changes in net debt

	At 1 January 2020	Cash flows	New finance leases	Other non-cash changes	At 31 December 2020
	£	£	£	£	£
Cash at bank and in hand	102,129	909,724	171,873	-	1,183,726
Finance leases	-	-	(125,764)	(210)	(125,974)
	102,129	909,724	46,109	(210)	1,057,752

25. Pension commitments

The group operates a defined contribution pension scheme. The assets of the scheme are held separately from those of the group in an independently administered fund. The pension cost charge represents contributions payable by the group to the fund and amounted to £18,331 (2019 - £7,676). £15,272 (2019 - £905) was payable to the fund at the balance sheet date and is included in creditors.

26. Operating lease commitments

At 31 December 2020 the Group and the Charity had commitments to make future minimum lease payments under non-cancellable operating leases as follows:

	Group 2020	*Group 2019*	Charity 2020	*Charity 2019*
	£	*£*	£	*£*
Not later than 1 year	922,415	*16,500*	922,415	*16,500*
Later than 1 year and not later than 5 years	3,573,160	*66,000*	3,573,160	*66,000*
Later than 5 years	21,780,304	-	21,780,304	-
	26,275,879	*82,500*	26,275,879	*82,500*

During the year the group acquired six golf clubs, two of which have operating leases with remaining terms of 77 years at the year end.

27. Other financial commitments

Get Golfing CIO has a commitment to spend £200,000 up to 30 June 2028 on capital improvement projects on one of its golf clubs and is contracted to receive 25% of net sales proceeds if the property is sold by the landlord.

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 DECEMBER 2020

28. Related party transactions

During the year the Group purchased services of £32,195 (2019 - £16,413) from Eagle Golf Services Limited, a company in which Trustee J Covey is a director. The amount owed to Eagle Golf Services Limited at the year end was £1,710 (2019 - £321).

During the year the Group purchased services of £9,600 (2019 - £nil) from Timberlake Sport Limited, a company in which Trustee I Timberlake is a director. The amount owed to Timberlake Sport Limited at the year end was £nil (2019 - £nil).

During the year a loan of £10,152 was advanced to E J Richardson, the CEO of the Group. The loan was interest free and was repaid in March 2021.

29. Post balance sheet events

The Charity's active trading subsidiary has donated its' retained profits for the year ended 31st December 2020 to the Charity upon approval of those accounts.