

**CLUBGOLF (SCOTLAND) LIMITED**  
**DIRECTORS' REPORT AND FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED 30 SEPTEMBER 2011**  
  
**(Company Number: SC296348)**

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**CLUBGOLF (SCOTLAND) LIMITED****DIRECTORS AND COMPANY INFORMATION****Directors**

Dawn Butchart  
Hamish J Grey  
William H Miller  
Colin Pearson (Resigned 22/7/11)  
Andrew D Salmon  
Jane Walters (Appointed 22/7/11)

**Company Secretary**

Stuart M Graham

**Registered Office**

SGU HQ  
The Dukes  
St Andrews  
FIFE  
KY16 8NX

**Bankers**

Bank of Scotland  
564 Queensferry Road  
EDINBURGH  
EH4 6AT

**Lawyers**

DLA Piper Scotland LLP  
249 West George Street  
Glasgow  
G2 4RB

**Auditors**

Henderson Loggie  
Chartered Accountants and Registered Auditors  
DUNDEE  
DD1 1DZ

## **CLUBGOLF (SCOTLAND) LIMITED**

### **REPORT OF THE DIRECTORS**

The directors present their annual report and financial statements for the year ended 30 September 2011.

#### **Statement of Directors' Responsibilities**

The directors are responsible for preparing the annual report and the accounts in accordance with applicable law and regulations.

Company law requires the directors to prepare accounts for each financial year. Under that law the directors have elected to prepare the accounts in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). The accounts are required by law to give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period. In preparing those accounts, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the company will continue in business.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the company and to enable them to ensure that the accounts comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities. The directors are responsible for the maintenance and the integrity of the corporate and financial information included on the company's website.

#### **Principal Activity**

The principal activity of the company is to promote participation by juniors in the game of golf as part of the National Junior Golf Strategy.

#### **Results, Dividends and Future Developments**

The results for the year are set out on page 6. The £9,145 retained profit for the year is to be added to reserves. The directors consider the result for the year to be satisfactory. From 1 October 2007 the Company took over full responsibility for the Clubgolf budget from Sportscotland. Previously it was only responsible for staff related issues within the total budget.

Dividends of £Nil were paid during the year and the directors do not recommend a final dividend.

**CLUBGOLF (SCOTLAND) LIMITED****REPORT OF THE DIRECTORS (Cont'd)****Fixed Assets**

The company has no fixed assets.

**Directors**

The directors are as listed on page 2.

So far as each director is aware there is no relevant audit information of which the auditors are unaware. Each director has taken the appropriate steps as a director to make themselves aware of such information and to establish that the auditors are aware of it.

**Since the end of the year**

There were no events after the year end which require disclosure.

**Approval**

This report has been prepared in accordance with the provisions applicable to companies under the Small Companies' Regime, and was approved by the board on 7 December 2011 and signed on its behalf by:

Stuart M Graham  
Secretary  
7 December 2011

## **CLUBGOLF (SCOTLAND) LIMITED**

### **Independent auditor's report to the shareholders of Clubgolf (Scotland) Limited**

We have audited the accounts of Clubgolf (Scotland) Limited for the year ended 30 September 2011 which comprise the profit and loss account, the balance sheet and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's 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 company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

#### **Respective responsibilities of directors and auditors**

As explained more fully in the directors' responsibilities statement set out on page 3, the directors are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view. Our responsibility is to audit the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's Ethical Standards for Auditors.

#### **Scope of the audit**

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatements, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the company's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the directors; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the directors' report to identify material inconsistencies with the audited accounts. Should we become aware of any apparent misstatements or inconsistencies, we consider the implications for the report.

#### **Opinion on accounts**

In our opinion the accounts:

- give a true and fair view of the state of the company's affairs as at 30 September 2011 and of the its profit 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 Companies Act 2006.

#### **Opinion on other matter prescribed by the Companies Act 2006**

In our opinion the information given in the directors' report for the financial year for which the accounts are prepared is consistent with the accounts.

#### **Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Companies Act 2006 requires us to report to you, if in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the company accounts are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

#### **Ian Cameron (Senior Statutory Auditor)**

For and on behalf of  
Henderson Loggie  
Chartered Accountants and Registered Auditors  
Dundee  
7 December 2011

**CLUBGOLF (SCOTLAND) LIMITED****PROFIT AND LOSS ACCOUNT  
FOR THE YEAR ENDED 30 SEPTEMBER 2011**

	<u>Note</u>	<u>2011</u> £	<u>2010</u> £
<b><u>Turnover</u></b>	2	472,543	485,360
Cost of sales		(413,738)	(408,208)
		-----	-----
<b><u>Gross profit</u></b>		58,805	77,152
Administrative expenses		(52,205)	(35,751)
		-----	-----
<b><u>Operating profit</u></b>	3	6,600	41,401
Interest receivable	4	3,201	2,602
		-----	-----
<b><u>Profit on ordinary activities before taxation</u></b>		9,801	44,003
Taxation	5	(656)	(662)
		-----	-----
<b><u>Retained profit for the year</u></b>		9,145	43,341
		=====	=====

All of the company's activities are continuing.

There were no recognised gains or losses for 2011 or 2010 other than those included in the profit and loss account. Such gains and losses represent the only movement in shareholders' funds.

A statement of movements on reserves is given in note 10.

**The notes on pages 8 to 11 form part of these financial statements**

**CLUBGOLF (SCOTLAND) LIMITED****BALANCE SHEET**  
**AS AT 30 SEPTEMBER 2011**

	<u>Note</u>	£	<u>2011</u> £	£	<u>2010</u> £
<b><u>Current assets</u></b>					
Debtors	6	11,486		36,154	
Cash at bank and in hand		379,192		297,609	
		-----		-----	
		390,678		333,763	
<b><u>Creditors (amounts falling due within one year)</u></b>					
	7	(152,749)		(104,979)	
		-----		-----	
<b><u>Net current assets</u></b>			237,929		228,784
<b><u>Net assets</u></b>			-----		-----
			237,929		228,784
			=====		=====
<b><u>Capital &amp; reserves</u></b>					
Called up share capital	9		4		4
Profit and loss account	10		237,925		228,780
			-----		-----
<b><u>Shareholders' funds</u></b>			237,929		228,784
	11		=====		=====

The accounts have been prepared in accordance with the provisions applicable to companies under the Small Companies' Regime.

The financial statements on pages 6 to 11 were approved by the Directors on 7 December 2011 and signed:

Hamish J Grey  
Director  
7 December 2011

**The notes on pages 8 to 11 form part of these financial statements**

## **CLUBGOLF (SCOTLAND) LIMITED**

### **NOTES TO THE FINANCIAL STATEMENTS**

#### 1. **ACCOUNTING POLICIES**

##### **Basis of preparation of financial statements**

The financial statements are prepared under the historical cost convention and include the results of the company's operations which are described in the Directors' Report and all of which are continuing.

The company has taken advantage of the exemption in Financial Report Standard No 1 from the requirement to produce a cash flow statement on the grounds that it qualifies as a small company. In all other respects, the financial statements are in accordance with applicable accounting standards.

##### **Debtors**

Known bad debts are written off and provision is made for any debts considered to be doubtful.

##### **Taxation**

For taxation purposes the company is a mutual trading organisation. Accordingly, the corporation tax charge is based on investment returns, such as interest, included in the accounts.

##### **Pensions**

One of the parent companies operates a money purchase scheme for the employees of Clubgolf (Scotland) Limited. Contributions due are included in the year's costs. The funds are administered and invested entirely independent from the company.

##### **Grants**

Grants income receivable for projects is credited to profit and loss account in the period to which it relates and matched with related project expenditure as this is incurred.

#### 2. **TURNOVER**

The turnover and profit before taxation are attributable to the principal activity of the company, such activity being wholly within the United Kingdom and is recognised in the year in which it is received to the extent of completion of the service concerned.

**CLUBGOLF (SCOTLAND) LIMITED****NOTES TO THE FINANCIAL STATEMENTS (Cont'd)****3. OPERATING PROFIT**

	<u>2011</u> £	<u>2010</u> £
Operating profit is stated after charging:-		
Directors' emoluments	-	-
Auditor's fees	1,800	1,725
	=====	=====
<b><u>Staff costs (including directors)</u></b>		
Gross salaries	208,792	195,040
Social security costs	18,161	19,917
Other pension costs	16,696	13,929
	-----	-----
	243,649	228,886
	=====	=====

No retirement benefits are accruing to any director under a money purchase scheme.

The average monthly number of employees, including directors, during the year were as follows:-

	<u>2011</u> No.	<u>2010</u> No.
Manager	1	1
Development officers	5	5
Admin	1	1
Non – executive directors	5	5
	-----	-----
	12	12
	=====	=====

**4. INTEREST RECEIVABLE**

	<u>2011</u> £	<u>2010</u> £
Bank interest receivable	3,201	2,602
	=====	=====

**5. TAXATION**

	<u>2011</u> £	<u>2010</u> £
Corporation tax arising in the year	636	546
Prior year	20	116
	-----	-----
	656	662
	=====	=====

Corporation tax arises on the Company's interest earnings. The taxable status of the Company means no tax charge is payable on the results for the year.

**CLUBGOLF (SCOTLAND) LIMITED****NOTES TO THE FINANCIAL STATEMENTS (Cont'd)**6. **DEBTORS**

	<u>2011</u>	<u>2010</u>
	£	£
Trade debtors	9,332	24,735
Due from shareholders	37	9,984
Prepayments & other debtors	2,117	1,435
	-----	-----
	11,486	36,154
	=====	=====

All amounts are receivable within one year.

7. **CREDITORS (amounts falling due within one year)**

	<u>2011</u>	<u>2010</u>
	£	£
Trade creditors	75,457	21,271
Due to shareholders	6,870	8,848
Accruals & sundry creditors	60,528	69,079
Corporation tax	656	546
Other taxation and social security	9,238	5,235
	-----	-----
	152,749	104,979
	=====	=====

8. **PROVISIONS FOR LIABILITIES AND CHARGES****Deferred taxation**

No provision for deferred taxation is required in view of the Company's taxation status.

9. **SHARE CAPITAL**

	<u>2011</u>	<u>2010</u>
	£	£
<b><u>Allotted, called up and fully paid</u></b>		
Ordinary shares of £1 each	3	3
"A" Ordinary shares of £1 each	1	1
	-----	-----
	4	4
	=====	=====

**CLUBGOLF (SCOTLAND) LIMITED**NOTES TO THE FINANCIAL STATEMENTS (Cont'd)10. PROFIT AND LOSS ACCOUNT

	<u>2011</u> £	<u>2010</u> £
At 1 October 2010	228,780	185,439
Profit for the year	9,145	43,341
	-----	-----
At 30 September 2011	237,925	228,780
	=====	=====

11. MOVEMENT ON SHAREHOLDERS' FUNDS

	<u>2011</u> £	<u>2010</u> £
Opening shareholders' funds at 1 October 2010	228,784	185,443
Profit for the year	9,145	43,341
	-----	-----
Closing shareholders' funds at 30 September 2011	237,929	228,784
	=====	=====

12. CAPITAL AND OTHER COMMITMENTS

There were no capital commitments at 30 September 2011. The Company had no operating lease, pension or other commitments at 30 September 2011.

13. TRANSACTIONS WITH DIRECTORS AND RELATED PARTIES

There were no transactions with directors.

During the year, the company received £5,843 (2010 - £NIL) from Scottish Golf Union Limited, and £3,500 from Scottish Ladies Golfing Association Ltd (2010 - £3,500), two of its shareholders, in respect of grant income. The company also paid £23,500 to Scottish Golf Union Limited (2010 - £23,500) for child protection service. At the year end the following amounts were outstanding - £37 included in debtors (2010 - £9,980) and £6,870 (2010 - £8,848) in creditors.

14. ULTIMATE CONTROLLING PARTY

There is no single controlling party.

# **CLUBGOLF (SCOTLAND) LIMITED**

## **DETAILED PROFIT AND LOSS ACCOUNT** **FOR THE YEAR ENDED 30 SEPTEMBER 2011**

		<u>2011</u>		<u>2010</u>
	£	£	£	£
<b><u>Turnover</u></b>				
Grant award – Sportscotland	446,000		446,000	
- Golf Foundation	5,843		377	
- European Tour	9,307		24,216	
- Other	3,650		325	
Other income	7,743		14,442	
	-----		-----	
		472,543		485,360
<b><u>Cost of sales</u></b>				
Programme & Resource Development	30,101		5,071	
Events	16,506		38,213	
Marketing & Branding	51,002		40,183	
Partnerships	20,897		38,363	
Salaries	218,062		207,657	
Travel expenses	16,955		18,080	
PR consultant	31,774		31,240	
Car leasing	4,941		5,901	
Child protection services	23,500		23,500	
	-----		-----	
		(413,738)		(408,208)
		-----		-----
<b><u>Contribution to overheads</u></b>		58,805		77,152
<b><u>Administrative expenses</u></b>				
Administration salaries	25,586		21,228	
Travelling expenses	52		202	
Recruitment costs and training	649		1,675	
Rent, rates and insurance	2,179		2,249	
Hire of facilities & meeting expenses	6,899		4,886	
Telephone, fax and ISP	1,802		1,996	
Computer upgrades	2,302		779	
Postages and stationery	150		415	
Audit, accountancy & legal expenses	12,161		2,109	
Miscellaneous expenses	253		38	
Bank charges	172		174	
	-----		-----	
		(52,205)		(35,751)
		-----		-----
<b><u>Operating profit</u></b>		6,600		41,401
Bank interest received		3,201		2,602
		-----		-----
<b><u>Profit on ordinary activities before taxation</u></b>		9,801		44,003
		=====		=====