WENTWORTH
FOUNDATION

Annual Governance Statement

For the year ended 31 December 2025

WENTWORTH
FOUNDATION

1. Introduction

This Annual Governance Statement has been prepared by the Head of Foundation and approved by the Board of Trustees of the Wentworth Golf and Tennis Foundation (Charity No. 1006003; Company No. 02632558) for the year ended 31 December 2025.

It summarises the Foundation's governance framework, the composition and activities of the Board of Trustees, the Foundation's approach to risk management and internal controls, and the trustees' assessment of the effectiveness of those controls during the year. It is intended to complement the Annual Trustees' Report and Financial Statements for the same period, which were approved by the Board on 28 September 2026.

The trustees are committed to applying good governance principles commensurate with the Foundation's scale and complexity, and to continuous improvement in governance standards.

2. Constitutional and Legal Framework

The Foundation is a charitable company limited by guarantee, incorporated on 25 July 1991. It is governed by its Memorandum and Articles of Association. As a registered charity and a company, the Foundation is subject to:

- The Charities Act 2011 and associated regulations
- The Companies Act 2006
- The Charity Commission for England and Wales' guidance and regulatory requirements
- Financial Reporting Standard FRS 102 and the Charities SORP

The trustees are also the directors of the charitable company for the purposes of company law. This statement of responsibilities is set out more fully in the Annual Trustees' Report.

3. Board Composition and Trustees

The Board of Trustees sets the strategic direction of the Foundation, oversees its operations and is collectively responsible for the charity's governance. During the year ended 31 December 2025 and up to the date of this statement, the following individuals served as trustees:

Trustee	Role	Notes
Mr J Noble	Chair	
Mr B Rafuse	Trustee	
Ms W Ruayrungruang	Trustee	

Ms Qian Liu	Trustee (Legal Counsel)	Also Legal Counsel Reignwood UK Investments
Mr R Snape	Trustee (Corporate Sponsorship Lead)	
Mr S Boyle	Trustee	Also General Manager, Wentworth Club
Mr M Schellekens	Trustee	
Mr M McLoughlin	Trustee	
Mr A Hunter	Trustee	
Mr T Patrick	Trustee	
Mr P Leonard	Trustee (Service Delivery Lead)	

4. Governance Documentation

During 2025 and 2026, the Board adopted or updated the following governance documents:

- Safeguarding and Child Protection Policy
- Whistleblowing Policy
- Data Protection Policy
- Risk Management Policy (August 2026)
- Business Continuity Plan (August 2026)
- Data Recovery Plan (August 2026)
- Welfare and Safety Policy (August 2026)
- Succession Planning Policy (August 2026)
- Serious Incident Reporting Policy (October 2026)
- Financial Controls Policy (October 2026)
- Reserves Policy (October 2026)
- Privacy Policy (October 2026)

The Policy Review Tracker records the status, review dates and ownership of all governance documents.

5. Board Meetings and Attendance

The full Board met five times during the year ended 31 December 2025. In addition, the Board held a strategy day and several informal working sessions. Trustees also participated in sub-committee meetings and communicated regularly by email on matters requiring board input between formal meetings.

6. Risk Management

The Foundation adopted a formal Risk Management Policy in August 2026. The Foundation maintains a Risk Register covering strategic, financial, operational, people, legal and external risk categories. The register is reviewed by the Board at each meeting and was substantially updated in August 2026 as part of the governance development programme.

At the date of this statement, the Risk Register contains 29 identified risks. Following mitigating controls, no risk is assessed as residual High or Critical. The principal risks identified are:

- Dependence on a small number of major funders (rated Amber following controls)
- Key person dependency on the Head of Foundation (rated Amber following controls)
- Safeguarding incident risk (rated Amber following controls)

The Board considers the Foundation's current risk management arrangements to be proportionate to its size and activities, and will continue to develop them in line with good practice.

7. Internal Controls

7.1 Financial controls

The Foundation's financial controls are set out in the Financial Controls Policy adopted in October 2026. Key controls in place during the year ended 31 December 2025 included:

- Dual authorisation for payments above the threshold in the Scheme of Delegation
- Quarterly management accounts reviewed by the Treasurer and presented to the Board
- Annual independent examination of the accounts
- QuickBooks used for financial record-keeping

7.2 Safeguarding

The Head of Foundation is the Foundation's Designated Safeguarding Lead. All staff and relevant volunteers hold enhanced DBS checks. The Safeguarding and Child Protection Policy is reviewed annually. No safeguarding incidents were reported during the year.

7.3 Data protection

The Foundation processes personal data in accordance with its Data Protection Policy and Privacy Policy, both compliant with UK GDPR and the Data Protection Act 2018. No reportable data protection incidents occurred during the year.

7.4 Governance

The Foundation's governance framework was substantially strengthened during 2025 and 2026 through the development of a comprehensive policy suite, a formal Risk Register, a Scheme of Delegation and an expanded Board. The Board considers these improvements to have materially strengthened the Foundation's governance arrangements.

8. Going Concern

After due consideration of the Foundation's financial position and future plans, the trustees confirm that they are satisfied that the Foundation has adequate resources to continue as a going concern. At 31 December 2025, the Foundation held total funds of £346,239, of which £344,239 were unrestricted. The Foundation expects to continue its charitable activities in the coming year.

9. Approval

This Annual Governance Statement was approved by the Board of Trustees at its meeting on 28 September 2026 and is signed on behalf of the Board by:

Jon Noble, Chair of Trustees

Chris Allbut, Head of Foundation

October 2026