

**DIRECTORS' REPORT**  
**FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2026**

|                                         |       |        |
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Company information

|                    |                                                    |
|--------------------|----------------------------------------------------|
| Registered office: | Lawrie Park Road<br>Sydenham<br>London<br>SE26 6ET |
| Company number:    | 1280576 (England and Wales)                        |

## **Chair's Report 2026**

### **Introduction**

In the last year the Club has continued to thrive and is in a good financial position. There have been some significant developments with the new court 8 and Clubhouse projects but also some setbacks, particularly with Courts 3 and 4. The position regarding the new Clubhouse project is set out in the separate report attached. Information about the Club's other projects and activities is in the report below.

### **Financial**

The accounts for the year ended March 2026 will be circulated with this report. Ray Franklin, the Club's finance director will be at the AGM and will answer questions about the accounts. Below is a summary of the financial position as shown in the accounts.

- Income from tennis membership has remained steady at £103,976. We have not increased the tennis membership as we are at capacity. We will take on more members once Court 8 has been built.
- Income from squash membership was £26,886 – an increase of about £3,000 from last year.
- Income from coaching programme and camps (before expenditure) £133,405 of which £36,308 is non-member income.
- Other play related income £9,800.
- Non play related income – e.g. lettings, bar sales and social events - £40,520
- Total income £314,618, less expenditure of £257,371 plus bank interest leaves an operating surplus of £58 606.

### **Grounds & Premises**

The main facility developments and improvements since March 2025 are:-

- Tennis Court maintenance – the tarmac courts were cleaned in May, and artificial clay courts 3, 4, 6 & 7 were repaired, decompacted and relevelled in June.
- Additional court benches with canopies were purchased in September, so that all clay courts now have these. The tarmac courts have metal benches without a canopy. Pegs for hanging clothing have also been added to all tennis courts.
- Squash building - the squash courts were serviced in May 2026 - this now being carried out annually. The flooring was sanded and relined and the walls were cleaned and/or repainted as required.

### **Subsidence issues - Tennis Court 3 and 4**

Unfortunately, due to the very hot summer there has been severe subsidence on Courts 3 and 4 and the courts are now very uneven. These courts were scheduled to be relayed next year anyway but, due to the severe subsidence caused by the particularly dry summer, the condition of the courts, including the perimeter and fencing, is a lot worse than we anticipated.

We had originally budgeted for £75,000 plus VAT just for relaying and minor repairs. However, having received advice from the court contractor's repairs to the asphalt under the courts is now likely to be required. Depending on the extent of the work required, the minimum cost is now more likely to be a minimum of £135,000 plus VAT and could be as much as 195,000 plus VAT, if deep excavation is required.

We have been advised by the court contractor and an independent structural engineer to leave the courts over winter to allow for any effects of wet weather to adjust the ground before any works take place. We will also be instructing a geotechnical engineer to carry out some investigations.

There are also subsidence issues with Court 5 and we will be looking at that court as well.

### **Tennis Court 8**

The Club's application for planning permission to lay a clay court on the old croquet area was granted on 10<sup>th</sup> November 2025. Whilst this was very good news, the permission had one condition regarding the drainage around the new court that we need to satisfy before we can proceed with the construction of the new court.

Following receipt of the decision we took advice on potential solutions to the drainage condition and, in March 2026, we submitted an application to Bromley Council to remove the condition. This application was refused.

The Council said that they wanted further tests carried out before granting full permission to proceed. When carrying out further tests the land did not drain well, so we appointed a specialist in this field to interpret the data and recommend a solution. With the assistance of Club member and architect Mark Barnard, we created a revised plan.

We have been liaising with the planning officers at the Council to ensure that the new plan is acceptable and are now waiting for formal approval by the Council which should be received before the AGM takes place. Meanwhile, we have a provisional slot with Trevor May Contractors Ltd, who we have used for laying the other clay courts and, assuming the Council are happy with the solution we have proposed, work on the new court 8 should commence in November.

### **Club Membership**

The Club membership at the time of the report is as follows:-

- Tennis: Over 25 - 273; 18-25 years - 17; Off-peak - 68
- Squash: Over 25 - 69; 18-25 years - 2; Off-peak - 4
- All Sport (Squash & Tennis): Adult - 24; Off-peak - 3

The total number of individuals with any type of adult, family, social or life membership is now 471 of which 363 are male and 108 are female.

Juniors – We have 170 in group coaching, who are all members plus 12 members who are not in group coaching, of which 111 are male and 71 are female.

We have around 100 adults on the waiting list for tennis. As we are at full capacity, we have only been taking on new members when someone leaves but we will be taking on some more members soon in anticipation of court 8 being built and more court space becoming available.

Squash/All Sport membership has declined slightly mainly due to people leaving the area. We have plenty of capacity for new squash members, and increasing membership will be a key priority for the next year.

## **Tennis section**

### **Mixed Ladders**

We are currently running a mixed ladder for all full tennis members (male and female) and an off-peak ladder. There are 107 registered members in the mixed ladder and 32 in the off peak. If you want to join, please contact Dez.

### **Teams**

We entered 12 teams in the Winter 2025/26 Season, most in the Kent League and 2 in the North Kent League. We had an exceptionally good season, with 5 of the teams coming top of their divisions and gaining promotion.

In the summer 2026 season we entered 12 teams in the Kent and North Kent Leagues, together with five in the National League, three of which were Junior teams this year, which is very encouraging. Again, five of the teams came top of their divisions and were promoted! Congratulations to all who take part in competitive matches for the club!

### **Annual Club Tournaments**

The annual tennis tournaments across 13 events started in April and completed on Club Finals Day on 12 September 2026. This year 152 players participated in the various events, which was another record entry. Finals Day itself was a great success with lovely weather and a large crowd watching the matches and enjoying pizza and drinks from the bar.

We also ran two other tournaments that have become a regular feature in our calendar: Play Your Way To Wimbledon in April for Men's & Women's Doubles pairs, and the Bill Buah Memorial Mixed Doubles Tournament in August.

### **Club Play**

The sessions on Wednesday and Thursday evenings and two on Sunday, for different levels continue to be popular. All Club members are welcome at these Club Play sessions but please check with Dez as to which sessions you should attend.

There are further Club Play sessions in the day on Tuesday mornings and Thursday afternoons which are open to all levels and also off-peak members. The Tuesday morning session, in particular, is always well attended.

### **Committee**

The tennis committee meets regularly and currently there are ten members – all listed on the key roles list. Katharine Beaudry is the chair and the committee meets every two to three months. The committee discusses all issues relating to tennis activities. If you are interested in joining, please contact Katharine or another member of the committee.

## **Squash section**

### **Committee**

The squash committee, which meets quarterly, has seen some personnel changes: John Rowe and Alina Ee have stood down and Jenny Lamai has joined. After the AGM, Simon Taylor stands

down from the committee and Chair after many years' service. Joe McTague will be the new Chair (and has also joined the Board representing squash). New members for the squash committee are being sought. There are now four members in total – see Key roles list. Any squash player who wishes to join the committee is welcome.

#### Club Night

Squash Club night runs every Wednesday from 7.00-8.30pm. This session is well used and involves short games and practice drills if more experienced players are available.

#### Box Leagues

Squash and racketball box leagues are popular and run throughout the year and players of all standards are encouraged to join. The leagues are run by Simon Taylor. Please contact Dez Lewington if you want to join one of the leagues.

#### Annual Club Tournament

The section continues to run an annual squash tournament with the squash and racketball finals held on Club Finals Day; This year we ran an Open Squash Singles with a Plate event, and a Racketball tournament. There were 26 entries across the events.

#### Club Leagues

The Club now has two teams playing in the Kent Summer & Winter Leagues – 1st team in Division 4 and 2nd team in Division 5. They will also play in the Kent league. Home games are well supported.

### **Activities Programme**

#### Tennis

Head Coach Toby Yates (Level 4) continues to run the coaching programme with the assistance of Luis Perez (Level 3). Lois Cox (Level 2), Thomas Chapman (Level 2), and Cristiano Da Cruz (Level 2) continue to support the coaching programme on a part time basis. Thomas also runs Wednesday evening club play.

The coaching and activities programme is very popular. In particular the community tennis programme, which is open to non-members, is almost always fully subscribed.

We continue to run the following:-

- Adult Coaching programme - 66 players across nine groups.
- Junior Coaching programme - currently we have 165 junior coaching members.
- Community Drop-in sessions - we run seven sessions a week, pay-as-you-play.
- Holiday Camps - over the last year we ran 47 days during school holidays, and had 679 attendances.
- Fun Friday Tennis – this after school club continues to run every Friday for 3-14 year olds with up to 36 children attending every week.

#### Squash

Matt Proctor runs an active coaching programme, both individuals and group coaching. Each quarter, Matt runs a beginners' course and a Squash Team Training session, as well as other ad hoc sessions. Matt has also led junior coaching courses which have been very successful - these are now being operated on a "drop-in" basis. James Brownsdon supports with individual lessons.

## **Bar/Reception & Events**

- Since last year and, due to popular demand, the bar opening hours have increased and the bar now opens Monday to Wednesday from 7.00-10.00pm, Thursday 6.00-10.00pm, and Friday 6.00-9.30pm. Club Manager Dez Lewington also opens the bar most weekends until 3.00pm on both Saturday and Sunday.
- The current bar/reception staff, who also act as Duty Managers, are Abbie Kendall and Gabriel Boley.
- BR3WERY in Beckenham continue to supply draught beer to the Club.

We have run the following social events in the last year:- four quiz nights with Quizmaster Jeff Richards, two wine tastings with Kenrick's Wines from Sydenham, one music night with Out of Pocket, featuring two Club members in the band, and a Christmas Members' Party.

## **Facilities Hire**

The former nursery Witty Kiddies has now transitioned to a new nursery called Grace & Giggles. They provide a full nursery service, with baby care and early drop off/late collection. The nursery operates from 8.00am – 6.00pm every weekday, including most school holidays. This is a great community service as well as a significant source of income for the Club.

Helen Vassar teaches Pilates on Saturday mornings each week. The church that used to hire the hall on Sundays has decided to close the branch so there is still some scope for further hire at the weekends.

## **Proposed Wildlife Garden area**

We are still planning to turn the area in the north-western corner of the site to a wildlife garden when Court 8 is built. A part-time landscape gardener prepared a preliminary plan last year which would involve using the waste earth from the new court to create a mound on this area where we could have new shrubs, plants and benches.

Trefor Wickens, the Club grounds contractor, has already done some clearing of the site but we will probably need to employ external contractors to clear the brambles.

We have a small group of members who have helped to develop the plans for this garden. If anyone else would like to join please contact Dez. Only enthusiasm is required, but any gardening knowledge or skills would be useful.

## **Appointment of Directors**

This year two of our long-standing directors will be resigning at the AGM. We have to say goodbye to:-

1. Simon Taylor – Simon has been a director since March 2014 and is currently serving as Squash Director and Club Secretary.
2. Vikki Courtney – Vikki has been a director since July 2017 in the role of Membership and Marketing Director.

We are sorry to see them go and thank both of them for all the time they have given to the Club.

We are pleased to welcome a new director - Joe McTague - who is a squash member and was co-opted by the Board as a director in September. He stands to be elected for a three-year term at the AGM and will replace Simon as the Squash Director.

The three-year term for Vikki Chambers expires this year. She has been a director since February 2023 since when she has been the Premises Director. She is standing to be re-elected for a further three-year term.

Wilf Cleave, a tennis member, also stands to be elected as a director for a term of three years. Wilf has already attended two board meetings as an observer and now stands to be elected at the AGM for a three-year term.

The remaining directors are as follows – (in order of length of service):-

- Raymond Franklin - Finance Director - director since May 2005 - re-elected in 2024
- Gillian Bartlett - Chair and Company Secretary - director since January 2014 - re-elected in 2024
- Katharine Beaudry - Tennis Director – director since July 2018 - re-elected in 2025
- Keith McMillan - Bar & Events Director - director since December 2020 - re-elected in 2025

All directors are elected for a three-year fixed term.

### **Volunteer Recognition Award/ Special Recognition Award**

- Every year the Club considers whether to recognise the contributions of any volunteers by making an award after considering nominations from members.
- The Volunteer Recognition Award recognises both short and long-term voluntary contributions to the Club and will be considered each year, subject to a suitable nominee being approved. The Special Recognition Award will be awarded for longer term service to the Club in either a paid or voluntary capacity. These awards may not necessarily be awarded each year.
- We will be announcing any awards at the AGM.

### **Volunteers**

- A list of the current key role holders is being circulated with the AGM papers. The Club is always looking for volunteers to help with the Club, whether on a long term, or a one-off basis.
- We are particularly looking for more members for the bar and squash committees.
- We also have space on the board for anyone who wants to become a director.
- There are many other volunteering opportunities, including fundraising and, if you would like to volunteer in any way at all, please contact Dez or any of the relevant volunteers on the Key Roles List.

### **Safeguarding and Policies**

Dez Lewington is the current Welfare Officer and Gillian Bartlett and Keith McMillan are Deputy Welfare Officers.

Our Safeguarding Policy can be found on our website and also in the foyer of the Clubhouse.

## **Rebranding**

We are in the process of completing our rebranding since changing the Club's name to Sydenham Tennis & Squash Club.

The new design is orange/brown and green to match the clay courts and greenery around the site and has symbols representing tennis and squash balls at the end of a looped line.

The Club signage has already been replaced as has the logo on the website and headed paper and posters.

We plan to introduce clothing this year with the new logo so look out for further information shortly.

## **Thank you**

Thank you first to all those who have contributed to the running of the Club. Firstly, to Dez Lewington who has now been Club Manager for over 10 years, during which time the Club's membership, financial position and activities have expanded and improved considerably. Also, thanks to all the coaches and volunteers who have helped the Club to run smoothly. Finally, thanks to all the members who make the Club such a welcoming place.

Gillian Bartlett

Club Chair

[gillian.bartlett@sltcc.co.uk](mailto:gillian.bartlett@sltcc.co.uk)

Date 18th October 2026

## **New Clubhouse Update - October 2026**

### **Background**

The Club has been considering different plans for a new Clubhouse and how to improve facilities for members for over 10 years. The current Clubhouse has a lot of good features, including a large bar and space for events and for a nursery and other lettings which provides an important income stream for the Club. On the downside, the bar area is poorly positioned with no views of the tennis courts and suffers from age-related decay and some structural defects.

The communal changing areas in the squash court building, with communal showers and toilets in close proximity, are dated. Ideally, the showers need to be upgraded to individual showers in cubicles.

Importantly, the current changing room arrangements present a safeguarding concern. Children on coaching and camps have to use the toilets in this building which can only be approached through the changing areas. This presents significant challenges for both the coaches running the junior programmes and for the Club generally.

One of the main challenges that the Club has faced over the last 10 years is finding a project that would significantly improve the facilities for members and address safeguarding concerns, whilst being affordable for the Club and for which planning permission could be obtained.

### **Plan to convert part of squash building to bar and new changing area**

The plan that the board has been working on over the last couple of years involves converting the single storey part of the squash building to a bar/social area and installing new showers and changing facilities.

This plan involves converting the male and female changing rooms into a bar/social area and using the current workshop area for unisex individual showers/changing cubicles and toilets. There would be three separate showers, two in individual shower/changing cubicles and one in a larger cubicle, also containing a wheelchair accessible toilet. There would be 3 separate toilet cubicles, so 4 toilets and 3 showers in total.

Each shower cubicle would include a dry area for changing clothes which could, of course, be used by people not showering. There would be no communal changing areas. Lockers would be installed for the storage of kit.

Access to the toilets would be directly from the outside, as well as from the inside which, as well as the other planned changes to the changing area, would be a considerable safeguarding improvement.

The current Clubhouse would be retained. The nursery, which generates significant income for the Club, would continue to use the building during the week. The current bar area and function room would continue to be used for larger events. The Club Manager's office and stringing equipment would remain in the current bar area.

### Initial feedback from members

Plans prepared by MAB Architects were presented at the 2025 AGM (similar plans were also shown at the 2024 AGM) and the feedback was generally favourable. Based on this positive feedback, plus information gained from members' surveys, the feedback from the Club's subcommittees and the views expressed by many members in the Club, in response to emails and in person, the Board decided firstly to see if it would be possible to obtain planning permission and to investigate the costings of this project in further detail.

### Planning permission

Firstly, a structural engineer was instructed to check whether the foundations would be sufficient to build an additional storey, if required, but were advised that this would not be possible on the current foundations.

MAB Architects were then instructed to finalise the plans and the planning application was submitted on 15<sup>th</sup> December 2025.

The good news is that the application was approved by Bromley Council on 24<sup>th</sup> February 2026. This approval was subject to the condition that the roof must not be used as a balcony and there should be no access to the flat roof. A further condition was that the bar area is for patrons (members and those participating in Club activities) only and not for use by the general public. The build must start within three years.

### Cost of project

In February 2026 MAB Architects also obtained two estimates for the construction of the Clubhouse of £250,000 and £260,000 including VAT.

Subsequently, after new cracks at the junction of the squash building and workshop were observed, the structural engineer was asked to carry out a full report and he advised that the corner of the workshop would need underpinning.

When full tenders were received in August these indicated a significant increase in price, partly due to the underpinning cost but also due to some other improvements and upgrades to the design and increased costs of materials and labour. Even with the most reasonable tender, it now appears that the Club will need to budget for expenditure in the region of £350,000. Raising this amount of money for any project presents a significant challenge to the Club.

### Funding

The Board has been considering two main options for raising funds, the first by a commercial loan and the second by raising funds from Club members by way of loans. We have also looked into grants but, so far, have not found any available for projects of this kind.

When we advertised for members who would be prepared to offer financial assistance for this project 17 members came forward. Concessions on membership would be offered to participating members and this cost also needs to be taken into account.

The Club has been investigating commercial loans and further enquiries are still ongoing. The Board cannot responsibly commit to a commercial loan until we are confident the Club can afford it. We have therefore paused further decisions on the project while we establish exactly what we can afford and look at ways to boost income.

In particular, we are exploring what the realistic uplift in income would be from having a new bar area. Whilst increased sales are definitely expected, due to the improved position of the bar and external terrace, there will also be significantly increased operating costs. Work is ongoing on this aspect.

Another way to raise income would be from above inflation increases in fees for coaching activities and membership. If this project, or any other project, is to proceed, then an increase in such fees is almost inevitable.

#### Courts 3 and 4

The main AGM report refers to the problems we have with subsidence on courts 3 and 4 and the increased cost of repair. This unplanned cost is a further reason we need a clear picture of what the Club can afford before committing to any substantial expenditure.

#### Concerns by some members

We circulated the latest plans to all members for comments in March and June 2026. Many positive responses were received. However, we also received some negative feedback.

Concerns expressed about the proposed changing and shower facilities include the reduction in space for changing and storage of kit and that there would be fewer showers.

Other concerns have been expressed about the relatively small size of the proposed development and questions have been raised as to whether alternative options have been fully considered. The Board accepts that it does have to consider whether, for the size of the development and the outlay, this is good value for money.

#### Other options

Over the last 10 to 15 years, various different options have been considered for a new clubhouse development. As longstanding members will know, the Club was keen to build a new Clubhouse on the overgrown area at the top of the site but there was very negative feedback from Bromley Council to the pre-planning application.

Due to planning issues and the potential costs of the project, the Board decided to look for a more affordable option where planning permission could be obtained more easily.

Whilst, the proposed conversion of part of the squash court building is fairly modest in scale, to build a significantly larger new clubhouse would certainly be considerably more expensive.

One alternative to the current plan could be to just upgrade the showers and changing rooms in the squash building and possibly carry out some work on the current bar area. Other more ambitious alternatives can also be considered. However, any plan must be financially viable.

### Business plan

At all stages we have looked carefully at the financial sustainability of the project. Ray Franklin, the Club's Finance Director has continued to analyse the Club's financial position, as it is now and the impact of a future project.

Ray will answer questions regarding the finances of the Club and the financial viability of any future project at the AGM in November.

### Members' views

Many members have been hoping that we would have been able to progress more quickly with the plans for the new clubhouse project, while there are others who have concerns about the latest design proposals. The Board accepts that not all members will have exactly the same views about the project, but it is committed to finding a solution that will benefit all members.

There are many factors that need to be considered, including safeguarding issues. The importance of maintaining good playing facilities, across both tennis and squash is critical, and the increasingly hot summers makes this a challenge. Importantly, the project must also be affordable and sustainable and provide improved facilities for Club members for the foreseeable future and represent good value for money.

As this is such an important project, the Board is keen to obtain the views of members regarding the way forward. We would therefore invite members to attend the AGM to put forward their views on the current plan and any other ideas.

If you have any questions, you can raise these at the AGM, when we will be showing the current plans again and when Ray Franklin will explain the financial issues in more detail. Whether or not you are able to attend we would like to hear from you. You can send your questions or any comments in advance by email to Dez at [dez.lewington@sltcc.co.uk](mailto:dez.lewington@sltcc.co.uk)

The Board will then review the position at the next Board meeting on 11<sup>th</sup> January 2027.

Thank you for your continued support.

The SLTCC Board

18/10/26

**DIRECTORS' ATTENDANCE AT BOARD MEETINGS FROM 1.4.25 TO 31.3.26**

| Director          | History | Summoned | Attended | % Ratio |
|-------------------|---------|----------|----------|---------|
|                   |         |          |          |         |
| Gillian Bartlett  |         | 4        | 4        | 100%    |
| Katharine Beaudry |         | 4        | 4        | 100%    |
| Vikki Chambers    |         | 4        | 3        | 75%     |
| Victoria Courtney |         | 4        | 4        | 100%    |
| Ray Franklin      |         | 4        | 4        | 100%    |
| Keith McMillan    |         | 4        | 3        | 75%     |
| Simon Taylor      |         | 4        | 4        | 100%    |

Sydenham Lawn Tennis and Croquet Club Limited  
(limited by guarantee)

**DIRECTORS' REPORT FOR THE YEAR ENDED 31<sup>ST</sup> MARCH 2026**

The Directors hereby present their 50th report and financial statements for the year ended 31<sup>st</sup> March 2026.

**PRINCIPAL ACTIVITY:** The Company's principal activity is that of a sports club.

**RESULTS:** The results for the year are shown on pages 4-10 of the attached financial statements.

**SHARE CAPITAL:** The Company has no share capital and the liability of members is limited by guarantee.

**BOARD OF DIRECTORS:** The following served as directors of the Company since 1<sup>st</sup> April 2025 and currently hold office, unless otherwise indicated below:-

Gillian Bartlett  
Katharine Beaudry  
Vikki Chambers

Victoria Courtney  
Raymond Franklin  
Keith McMillan

*Joe McTague (since 09/26)*  
Simon Taylor

Following the resolutions passed at the AGM held on 3 November 2022, each director is appointed for a term of three years, after which time each director may be re-elected.

The following directors stand for election for a three-year fixed term to the 2029 AGM:

1. Vikki Chambers (elected as a director at the 2023 AGM, stands for re-election)
2. Joe McTague (co-opted as a director in September 2026, stands for election)
3. Wilf Cleave (stands for election as a director)

This requires an Ordinary resolution with a simple majority of those present at the AGM, including proxy votes.

Gillian Bartlett, Victoria Courtney and Raymond Franklin stood for re-election at the 2024 AGM and their three-year fixed term runs to the 2027 AGM. Katharine Beaudry, Keith McMillan and Simon Taylor stood for re-election at the 2025 AGM and their three-year fixed term runs to the 2028 AGM. However, Victoria Courtney and Simon Taylor are resigning from the Board at this AGM.

If anyone would like to be considered for a Director's post, please speak to one of the current Board members, or to Dez Lewington, who will provide further information.

**BAR COMMITTEE:**

In accordance with the relevant statutory requirements, each member of the Bar Committee (Vikki Chambers, Patrick Horgan and Keith McMillan) retires and each stand for re-election.

**SMALL COMPANIES SPECIAL PROVISIONS:** The report of the Directors has been prepared in accordance with the special provisions of Part 15 of the Companies Act 2006 applicable to companies subject to the small companies' regime.

The report was approved by the Board on 12<sup>th</sup> October 2026.

Gillian Bartlett, Chair