

Sydenham Lawn Tennis and Croquet Club Limited

DIRECTORS' REPORT
FOR THE YEAR ENDED 31ST MARCH 2025

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Company information

Registered office: Lawrie Park Road
Sydenham
London
SE26 6ET

Company number: 1280576 (England and Wales)

Chair's Report 2025

The directors look forward to seeing as many of you as possible at the Annual General Meeting on 6th November 2025. This is an opportunity for you to meet the directors, the Club Manager and other Club members, and to ask questions and put forward any views you have about the Club. There will be a complimentary drink on arrival with nibbles and plenty of time to chat in the bar afterwards.

The business to be conducted will include the presentation of the Club's accounts, the re-election of three directors and the re-election of members of the bar committee. Volunteer awards may be presented and there will be an update on Club developments.

We do hope that you will attend but, if you are unable to do so, we will have an online proxy form so that you can still participate.

The report below contains details about developments and other updates since the last AGM. Please do read the report before the meeting. If you have any questions, you can send these by email before the meeting and the directors and Club Manager Dez Lewington will answer them at the meeting. If you cannot attend the meeting, we will answer as many questions as possible by email.

Financial

At the end of the financial year 2024/2025 the Club was in a very good financial position with an operating surplus for the year and substantial cash reserves available for further investment.

The income from tennis membership fees has increased. We still have a limit on the number of full tennis members who can join to ensure that current members have fair access to court bookings. The additional fees largely come from more off-peak members and an increase in the subscriptions.

The income from the squash section has increased due to an increase in membership numbers and the annual subscription.

Together with the income from the coaching programme and lettings, the Club's total income before expenditure amounted to £292,270. This includes £61,694 income from non-members – being income from the coaching programme and from lettings. Total income before expenditure is higher than last year continuing the upwards income trend over the last few years. After all expenditure, and an allowance for depreciation, the accounts for the last financial year still show a surplus of income over expenditure of £39,815.

As a result of the increase in income, the Club has been able to afford to make further improvements to the facilities during the year, while putting money aside for further planned developments in the future. These developments include the planned Court 8 on the former croquet lawn area, a proposed redevelopment of the squash court building to include a new bar/social area and changing facilities and turning the overgrown area at the North West corner of the site into an eco-friendly garden area.

Grounds & Premises

There have been significant facility developments and improvements during 2024/2025.

The tarmac courts and practice wall were treated for moss/weeds and then pressure cleaned in May 2025, and the clay courts were decompacted, cleaned and relevelled in July, and Trevor May contractors also repaired the ruck in the court 5 carpet.

Bartlett Tree Experts conducted a survey of the grounds in early 2025 and recommended some work to several trees to improve safety from falling branches.

We have been continuing with a required renovation and updating of the electrical services at the Club. The work in the Club house including new fuseboards, floodlighting controls for all tennis courts and lighting in the hall were completed in April/May 2024.

The second stage of the work covering the electrics in the squash building was carried out between January and March 2025. This included smart system controls for squash court lights, heating and ventilation, as well as for tennis court floodlighting.

Prior to the electrical upgrade in the squash courts a new boiler was installed in November 2024.

We have also carried out some major refurbishment and improvement work to the Clubhouse in April/May this year. The floor in the main hall was in very poor condition and this has been replaced with a much more hardwearing wooden surface. New units have been installed in the kitchen which has resulted in a much brighter and user friendly area which can continue to be used for team teas. Witty Kiddies, who use this area for the nursery during the week, made a financial contribution to this work.

New flooring has also been installed in the women's toilets and the foyer area, and the hall, foyer area and toilets were redecorated over the summer.

Direct Security upgraded the clubhouse intruder alarm system in February 2025.

The squash courts were serviced in April 2025 – the flooring was sanded and relined and the walls were cleaned and/or repainted.

Paul Oakes, who had been providing grounds support for many years, retired in December 2024. Following publicity in the Club newsletter, we were fortunate to find Trefor Wickens, who is experienced in facility management, so can take on minor maintenance matters as well. He has already proved to be a great asset to the Club.

Michelle Armstrong continues to provide cleaning services, as a contractor.

Tennis Court 8

The Club is still going ahead with the plan to build a new tennis court on the old croquet lawn. To enable this plan to proceed, the Club submitted an application for a Lawful Development Certificate to Bromley Council. Unfortunately, there were significant delays by the Council in processing this application and many requests for additional documents.

Very disappointingly we heard, at the end of July 2025, that the application had been refused on the grounds that the tennis court project would not constitute Lawful Development. The explanation for this refusal was that this would constitute development of the land and that full planning permission would be required. This is likely to be because we would need some ground excavation and a fence to be erected.

After receiving this news, we immediately submitted an application for full planning permission using the same plans and drawings that we had obtained for the Lawful Development route. A request was received from the Council for additional information which we submitted in September 2025.

The current position is that the application has been validated and we are awaiting a decision, which is due by 10 November 2025.

The Club has already provisionally arranged for Trevor May Contractors Ltd, the contractor that the Club has used for the other clay courts, to install a new clay court at court 8 and, as and when planning permission is granted, they will be instructed to proceed.

As previously advised, the Club is not planning to install floodlights as this could result in planning complications but we are investigating Tweener lighting, which runs along the court fencing, as a future addition once the court is constructed.

We would also plan to increase pickleball play, once the new court is installed, and add lines to the hardcourts 1 and 2.

It is still the plan to take on more full tennis members once court 8 is constructed. The additional fees from such members will increase the Club's funds for future developments and repay the investment in facilities.

The Club has sufficient funds to build the tennis court but we are still looking into other funding options so we can preserve Club funds for other developments, including the plans for a new bar/social area in the squash court building. We anticipate being able to obtain an interest free loan from Kent Tennis which would cover part of the work. We are also looking into other funding options.

Squash Court Building

A lot of work was carried out to the squash court building in 2023 to stabilise the building due to longstanding structural issues. Further work was subsequently carried out to the squash courts themselves, to bring them up to a good standard.

The good news is that there has not been any significant movement of the building and if there is any ground movement in the future, whether due to a dry summer or otherwise, the structural work that has been carried out should hold the walls together and limit further cracking.

Further improvements to the courts have been carried out this year. Due to the electrical works in the building, carried out in January 2025, the lights are now controlled by sensors. At the same time, the heating has been upgraded and there are additional controls for the players to control the heating and ventilation fans.

Maintenance was carried out on the courts in April and this will be done every 18 months or so.

The Club has found it much easier to attract new squash members with the improvement to the courts.

Plans for new bar/social and changing area in squash building

Having upgraded the squash court building, the Board has been working on plans to convert the changing rooms and workshop areas of the building into a new bar/ café area with glass doors/windows looking over the surrounding courts, and improved and updated changing facilities.

In the proposed new changing area, which would be where the workshop is situated, the plan includes three unisex toilets, four individual cubicles with showers and a locker area to store clothes. The current men's and women's changing areas would be turned into the bar/social area with tables. There would be large sliding glass doors which would then open onto a patio area overlooking courts 6 and 7.

There would also be a separate external storage area for tools and workshop equipment to the rear of the squash court building. The boiler and other services would remain where they are, which would avoid the expense of moving these services.

Club Member Mark Barnard, who is an architect, initially prepared some preliminary plans without charge. Mark's company MAB Architecture Design and Development Ltd has produced costings to proceed with the project and the Club has instructed him to proceed with the first stages up to the planning application.

Plans and a 3D representation of the proposals will be available to view at the AGM.

To proceed with this project we will need to raise additional funds as the Club does not have sufficient reserves to pay for this project in full. We anticipate additional funds coming in from new members when the new tennis court is installed, but in addition we will need to look at other options for grants and loans. We are also considering the possibility of short-term interest free loans from willing members.

Since the last AGM we have formed a fundraising group. As funding options, such as grants, change over time and depend on the project, we plan to wait until planning permission has been granted, before starting on major fundraising initiatives. Meanwhile, we will continue to build up Club funds so these can be used towards the project.

Club Membership

Total Club membership in April 2025 was similar to last year with 656 total members. At the date of this report the total playing members in each category stands at 25 for All Sport, 347 for tennis, 81 squash, and 195 juniors.

We have continued to see a lot of interest in tennis membership and are still running a waiting list which has about 75 on it at present. We have had to restrict numbers to ensure fair access to courts for existing members. However, when the new tennis court is completed, we will be able to open up to around 40 more members at that stage.

Whilst full tennis memberships are restricted to a waiting list, we have allowed people to join as Off-peak members. As a result there has still been growth in tennis membership, with 50 Off-peak members now.

Squash/racketball membership has also been increasing, as mentioned. At the end of June squash membership and multi-sports membership was a combined total of 106. There is plenty of scope to take on new members.

Member's Handbook

Club members are also reminded about the Members' Handbook which was completed last year and has been updated with new information in 2025. This handbook contains a lot of useful information about the Club, the playing facilities, specific information for all playing sections of the Club including Club Play times and other relevant information.

The Handbook can be found in the Members' Area of the website and a hard copy is in the Clubhouse foyer.

Tennis section

The tennis section was very active during the year with members continuing to participate in Club Play, ladders, coaching, Club competitions, inter-club leagues and other activities.

The Rungs ladder format has proved to be popular and we currently have 130 active players in the Mixed Singles Off -Peak Singles ladders. We introduced a new Women's only ladder last year and also the Doubles ladder format, but these did not prove to be popular and have been discontinued.

The ladders can only be viewed by participants but there is no limit on who can join, so if any member, who has not joined the ladder yet, wishes to join, or rejoin, please contact Dez and give it a try. Joining the ladder is an opportunity to find members of a similar standard to practise with, as well as to play matches.

The Annual Club tournament had 140 entries in 2024, playing across 12 events, and this year's tournament grew that number to 147. Club Finals Day was held on 13 September 2025.

Around 60 members have participated in team squads over 2024/2025. In the Winter 2024-25 season, Women's 1 won Kent Division 3, Men's 4 won Kent Division 11, and Men's Vets won Kent Division 6. This Summer season our Men's 1 team were Runners-up in Kent Division 2, and were promoted to Division 1 for next season, and Women's 3 won Kent Division 8.

We now have three ladies', five men's and two mixed teams in the Kent and North Kent leagues both for winter and summer, as well as three Veterans teams.

If you are interested in playing for any team, please contact Dez or Katharine Beaudry who will let you have more information. Many thanks go to Katharine who continues in her role as Fixtures Secretary and to all the team captains who organise the teams.

The Club Play sessions on Tuesday, Wednesday, Thursday and Sunday continue to be well attended and provide the opportunity for all standards to join in sessions of social tennis. The Tuesday morning session is open to all levels of play and continues to be popular, so an additional Thursday afternoon has recently been added.

Please remember that each member is allocated to a Club Play group, either Wednesday evening/Sunday afternoon or Thursday evening/Sunday morning. Members should not be attending more than two of these sessions and not mix and match, e.g. if you are attending Sunday morning, you should not be coming on Wednesday evening. This is to ensure all members have fair access to Club Play and sessions do not get overfilled. (This does not apply to the Tuesday morning and Thursday afternoon sessions, which are open to all). If you are unsure which of the sessions you can attend, please contact Dez.

The tennis committee meets five or six times a year to consider all issues relating to the tennis section. If you are interested in joining the committee, please contact either Katharine Beaudry who is the Chair of the committee, Club Manager Dez Lewington, or any other member of the committee. We have been pleased to welcome two new committee members this year, James Needham and Michael Suchaneki, but we always welcome more interest. (See Key Roles list attached for details of other committee members).

Squash & Racketball section

The squash section has had a very active year. The squash committee, which meets quarterly, has welcomed two new members this year, Joe Mc Tague and Alina Ee. There are now five members in total – see Key roles list. Any squash player who wishes to join the committee is welcome.

We run taster sessions for potential new squash/racketball members from time to time and, if any tennis members or friends or family are interested in joining one of these sessions, please contact Dez or a member of the squash committee and a session can be arranged.

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.

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

The section continues to run an annual squash tournament with the finals held on Club Finals Day. This year the annual racketball tournament was also held on Club Finals Day too.

Earlier in 2025 the Club's squash section affiliated with England Squash (we had previously left a few years ago due to the high fees - which have now been much reduced). The Club is now on the England Squash database "Squash Finder" which raises the squash section's profile. Affiliations also means that the Club has been able to enter (after several years' absence) into the Kent Summer League for squash. Results have been very good and many squash members have supported the team's home fixtures - also good for the Bar! A squash team has also been entered into the Kent Winter League.

Activities Programme

The coaching programme for both adults and juniors has continued to thrive with regular coaching lessons throughout the week.

Head Coach Toby Yates (Level 4) continues to run the coaching programme. He is now assisted by Luis Perez who is a longstanding member of the Club and a Level 3 coach. He helps run both junior and senior coaching groups, and also provides individual lessons.

Lois Cox, who was a junior member of the Club, has now obtained her Level 2 coaching certificate and assists with junior groups

Cristiano Da Cruz and Thomas Shipman, both Level 2 coaches, also support the programme, and Thomas has taken over running the Wednesday evening club play.

The adult group coaching programme has increased to 58 players attending across eight groups. There are also seven pay-as-you-play Community Drop-in sessions per week and these have gone from strength to strength – most sessions each week are fully subscribed.

There are currently 187 children in the junior coaching membership scheme, receiving a minimum of 36 lessons per year as part of their membership. School holiday camps also remain very popular; the recent summer camp had 400 participants attending over the five weeks. Fun Friday after school club continues term-time for 3-14 year olds, with up to 32 children attending each week.

A new squash coach has recently joined the Club team. Matt Proctor, who also coaches at The Sundridge Park Club in Bromley, is available for individual lessons and will run some group activities. Matt is available every Friday for private lessons. Matt will also be holding a Beginners' course on Saturday 8 November.

Bar/Reception and Events

Bar opening times are currently 7.00-10.00pm from Monday to Thursday, plus Friday for events and when the Club Manager is on site. Club Manager Dez Lewington also opens the bar most weekends until 3.00pm on both Saturday and Sunday.

Three bar/reception staff, Abbie Charlie, and Gebriel are currently employed to run the bar and also act as Duty Managers.

BR3WERY in Beckenham continue to supply draught beer to the Club.

There have been several social events at the Club since the last AGM. These have included, several quizzes run by Club quizmaster Jeff Richards, a Christmas Party, a Members' Fun Day with games for children and a wine tasting evening in conjunction with Kenrick's Wines in Sydenham.

We also welcomed back Out of Pocket, a band with two Club members, David Burrow and Jerome Mazandarani. They put on a gig in May this year.

The bar committee is instrumental in planning the events programme and other bar developments. The Club would really appreciate interest from any member who can give a bit of time to the Club by joining the committee. We welcome Patrick Horgan who was coopted onto the committee in January 2025 and now stands for election.

Since last year Simon Taylor, a very longstanding member of the bar committee has retired after over 25 years, including over 10 years as the chair of the committee. The Club thanks him for his significant contributions and service to the committee over all these years. Simon is the chair of the squash committee and is on the board, currently as squash director and Club Secretary.

If you are interested in joining the committee, please contact either Keith McMillan, Chair of the committee, Club Manager Dez Lewington, or any other member of the committee. (See Key Roles list attached for details of other committee members).

Facilities Hire

Witty Kiddies continue to provide a full nursery service, with baby care and early drop off/late collection. They operate from 8.00am – 6.00pm every weekday, including during the school holidays. This is a great community service as well as a significant source of income.

Helen Vassar teaches Pilates on Saturday mornings each week and Rivers of Jordan Ministries hold various meetings on Sundays throughout the year.

Club Survey

In October 2024 the Club invited all members to participate in a survey regarding Club matters, including the activities on offer and the proposed Club developments. Members were also invited to provide comments about the Club generally.

As a result of this survey the Club gained a lot of useful information that will help with providing activities and future developments. The survey results are available to view in the Members area of the Club website.

Sustainability

The Club is taking various steps to save energy, reduce waste and pollution, protect wildlife and generally act sustainably and reduce its impact on the environment. For example, the Club recycles most of the used tennis balls at the Club has taken steps to avoid water and electricity wastage.

Since the last AGM, the Club has published an Environmental Sustainability Action Plan. This can be found in the Members' Area on the Club's Website. This sets out the steps that the Club has already taken under various areas and also the opportunities to investigate further areas where further action could be taken.

The Club also asked whether any members interested in supporting sustainability issues would be interested in forming a group. This has resulted in a small group of members getting together on a few occasions. A main topic of interest has been developing the overgrown area at the top of the site into a wild life garden area.

Proposed Wildlife Garden area

The area in the north- western corner of the site is very overgrown, with many brambles. However, there are also two trees subject to Tree Protection Orders and a number of smaller trees and shrubs that are we could incorporate into a new garden area. The plan would be that this area could be used by members and there would be benches for members to use. At the same time, we would want to encourage wildlife, including insects and grow plants that would thrive in the area, without needing too much care.

We managed to obtain a small grant of £800 towards a sustainability project. The Club also has some funds to put towards the project too.

As a start, we have paid a small fee to a part time landscape gardener to prepare a preliminary plan and some ideas of how we could proceed and this will be available at the AGM for discussion.

Appointment of Directors

The current 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

Simon Taylor – Club Secretary and Squash Director – director since March 2014 – re-elected in 2022

Vikki Courtney – Membership and Marketing Director – director since July 2017- re-elected in 2024

Katharine Beaudry -Tennis Director – director since July 2018 – re-elected in 2022

Keith McMillan – Bar Director – director since December 2020 – re-elected in 2022

Vikki Chambers – Premises Director – director since February 2023

The Articles of Association were changed in 2022 to provide that all directors should be elected for a three-year fixed term. This replaced the previous rule that a third of the directors should resign each year and be re-elected by rotation.

The three-year terms for Katharine Beaudry, Keith McMillan and Simon Taylor expire this year and they are all standing to be re-elected for a further three-year term.

Volunteer Recognition Award/ Special Recognition Award

Every year the Club considers whether to recognise the contributions of any volunteers by making an award.

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. The SRA may not necessarily be a regular annual award.

Once again, this year the Club has asked members to nominate members for these two awards and one or both awards will be presented at the AGM. This request for nominations was circulated in Club newsletters during September.

In 2024, two Volunteer Recognition Awards were made, one to Katharine Beaudry and the other to Simon Taylor for their contributions to the Club.

Katharine has been the Chair of the tennis committee since July 2018 and prior to that was the secretary from 2012 and served on the committee for a few years prior to that. She has also served on the board as Tennis Director since 2018

Since 2016, Katharine has both been carrying out the time-consuming job of fixtures secretary for all the teams and been on the organising committee for the annual tournament. Katharine has also been the captain of Ladies 1 team for around nine years.

Simon has served on the board on two occasions, firstly between 1997 -2000 in quasi financial role and then rejoining the board in 2014 as Squash Director. He moved to Bar & Lettings Director later that year and then back to Squash director in 2020.

Simon became Club Secretary 2017 and since then has prepared excellent minutes, organised agendas and prepared action points.

Simon joined the Bar Committee in the late 1990's and chaired this from 2014 to earlier this year when he stood down. His work included dealing with the financial aspects of the bar takings and introducing a card system, before a Club Manager was employed and to producing quarterly updates.

Simon has also been on the squash committee since at least 2014, but probably earlier. He has chaired the committee since 2021.

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.

There are two sports committees, for tennis and squash, and a bar committee. These committees always welcome new members.

Whilst it is good news that we have had some new members join the sub-committees, we have not had anyone express an interest in becoming a director for some time. The board always welcomes new directors who bring in new ideas and skills to the management of the club and. If anyone would like further information about the board, becoming a director and the directors' roles, please contact me, or one of the other directors, or Dez Lewington and we can provide you with some further information.

There are also many other volunteering opportunities and, if you would like to volunteer in any way at all please speak to, or email Dez, or any of the volunteers on the Key Roles List.

Safeguarding and Policies

I have been the Welfare Officer of the Club over the last year. Club Manager Dez Lewington and Keith McMillan have been acting as Deputy Welfare Officers.

In May 2025 we had an unannounced visit from LTA to check our compliance with safeguarding standards. The report stated that we had achieved all required standards and we were commended on our protocols.

Change of Name

Last year I reported that the Club was considering changing its name and updating the branding of the Club to exclude the reference to croquet and refer to squash.

Several options for a new name were considered and members were consulted in the survey mentioned above. Following the consultation, the board decided that the new trading name of the Club should be Sydenham Tennis and Squash Club. The legal name of the Club will still remain Sydenham Lawn Tennis and Croquet Club Ltd.

The Club has also been looking into branding options. Following an appeal in the Club newsletter, several people have come forward to say that they would be able to help with the design of the new branding and logo and the Club is looking into the different options that may be available.

Thank you

There are many people who are involved in keeping the Club running successfully. Firstly, thanks to Club Manager Dez Lewington who continues to manage all operations. Dez has now been Club Manager for nine and a half years. During that period the Club has gone from strength to strength with significant developments to the Club's facilities, a thriving coaching programme, community tennis and income from lettings. Dez has also been instrumental increasing the activities available for members as well as ensuring the smooth running of the Club

Many thanks also go to the Club's coaching team, led by Toby Yates, for all their hard work. Also, thanks go to the grounds/maintenance contractors and bar/reception staff who have kept the Club running so smoothly and looking so good.

Finally, thank you to the many volunteers, some of whom have already been mentioned in this report, who have given up their time to help the Club in so many ways.

Gillian Bartlett

Club Chair

gillian.bartlett@sltcc.co.uk

Date 30 September 2025

DIRECTORS' ATTENDANCE AT BOARD MEETINGS FROM 1.4.24 TO 31.3.25

Director	History	Summoned	Attended	% Ratio
Gillian Bartlett		4	4	100%
Katharine Beaudry		4	4	100%
Vikki Chambers		4	4	100%
Victoria Courtney		4	2	50%
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 31ST MARCH 2025

The Directors hereby present their 49th report and financial statements for the year ended 31st March 2025.

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 1st April 2024 and currently hold office, unless otherwise indicated below:-

Gillian Bartlett
Katharine Beaudry
Vikki Chambers
Victoria Courtney

Raymond Franklin
Keith McMillan
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.

Katharine Beaudry, Keith McMillan and Simon Taylor stood for re-election at the 2022 AGM so their three-year fixed term runs to this AGM; they now stand for re-election for a further three-year term which runs to the 2028 AGM. This requires an Ordinary resolution with a simple majority of those present at the AGM;

Vikki Chambers was co-opted to the Board in February 2023 as Premises Director; the 2023 AGM approved Vikki as a director for a three-year term running to the 2026 AGM;

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.

There are also other Director's posts available. If anyone would like to be considered as a Director, for which they would have to be elected by the members, 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 and Keith McMillan) retires and each stand for re-election. Patrick Horgan was co-opted during the year and is being elected for the first time. It was noted that Simon Taylor resigned from the Bar Committee in the 2024/25 financial year.

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 30 September 2025.

Gillian Bartlett, Chair