



**CHARITY COMMISSION**  
FOR ENGLAND AND WALES

## **Trustees' Annual Report for the period**

**From 1 January 2025 to 31 December 2025**

**Charity name: KENT TENNIS CHARITABLE INCORPORATED ORGANISATION**

**Charity registration number: 1200980**

## **Objectives and Activities**

|                                                                                                                                                                      | SORP reference     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
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| Summary of the purposes of the charity as set out in its governing document                                                                                          | Para 1.17          | The object of Kent Tennis is the promotion of community participation in healthy recreation - by the development and support of tennis and padel tennis in the county of Kent, the Medway Unitary Authority and the London Boroughs of Bexley, Bromley, Greenwich and Lewisham, for the public benefit of the inhabitants of the area.                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Summary of the main activities in relation to those purposes for the public benefit, in particular, the activities, projects or services identified in the accounts. | Para 1.17 and 1.19 | Creating the opportunity for all members of our community to participate in recreational tennis and padel in a safe, friendly and welcoming environment – and providing encouragement for them to get active. This includes organising and delivering recreational competitive events for adults and youngsters to help keep them engaged in sport; Facilitating events for people to try tennis for the first time, including supporting the delivery of tennis in schools, parks, clubs and other community settings; Creating opportunities for those with a disability or impairment to play tennis and padel, as well as helping to remove barriers for those in areas with higher levels of deprivation; Offering financial and practical support to volunteers. |
| Statement confirming whether the trustees have had regard to the guidance issued by the Charity Commission on public benefit                                         | Para 1.18          | The trustees have reviewed the guidance and videos made available by The Charity Commission. The Trustees have taken note of the guidance on public benefit and ensured our charity has acted accordingly.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |

### **Additional information (optional)**

You may choose to include further statements where relevant about:

|                        | SORP reference |                                                                                                                                      |
|------------------------|----------------|--------------------------------------------------------------------------------------------------------------------------------------|
| Policy on grant making | Para 1.38      | The charity has made financial awards and grants to players, coaches and playing venues during 2025. Each grant is made on a one-off |

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|                                                                  |           | <p>basis. Some are intended to support opportunities to play tennis for those with disabilities and impairments – such as intellectual impairment, visual impairment, hearing impairment, wheelchair users and others with long-term health conditions such as Parkinsons or dementia. Other grants have been made to encourage the growth of the sport in areas where there are relatively high levels of poverty and deprivation. A small number of grants were made to individuals – either (a) aspiring youngsters where the grant is intended to help meet the costs of competing in junior events, (b) where sponsors especially wish to support our young wheelchair tennis players and (c) coaches. Those made to coaches are intended to help support them through their education and qualification, especially where there is a shortage of coaches in a geographical area, and where we are seeking to increase the diversity of the coaching workforce. Player grants are awarded based on recent playing performance and, in certain instances, on the basis of financial need.</p>                 |
| Policy on social investment including program related investment | Para 1.38 | <p>Kent Tennis CIO has a documented policy on social investment which was agreed on 15 July 2025. This policy applies to all funding decisions, programmes, partnerships, and strategic developments undertaken by the Organisation that involve community engagement, grant-giving, or long-term investment.</p> <p>It is based on 5 “guiding principles” as follows:</p> <ul style="list-style-type: none"> <li>• <b>Inclusivity:</b> Ensuring equitable access to tennis and padel for all, regardless of age, gender, background, disability, or income level.</li> <li>• <b>Collaboration:</b> Working with schools, clubs, charities, and local authorities to maximise impact.</li> <li>• <b>Sustainability:</b> Investing in long-term solutions, including facilities, coaching, and community capacity building.</li> <li>• <b>Accountability:</b> Maintaining transparency in all investments, with measurable outcomes and regular reviews.</li> <li>• <b>Youth and Talent Development:</b> Supporting programmes that nurture local talent while keeping grassroots participation strong.</li> </ul> |

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|                                 |           | During 2025 we invested in programmes designed to improve access to tennis in areas of higher deprivation. We also invested in upskilling coaches to deliver tennis and padel to disabled players. And financially supported activity that helps those with visual impairment, hearing impairment, intellectual disability as well as wheelchair users to take up tennis and in some cases to enjoy competition.                                                                                                                                                                                                                                              |
| Contribution made by volunteers | Para 1.38 | <p>The charity is run by its volunteers, although there is a paid professional team of 6 individuals, working various part-time hours. All 10 trustees are volunteers, and the 6 sub-committees below the trustees involved about 35 additional volunteers.</p> <p>This is in addition to all the work done by several hundred volunteers in the individual clubs and venues and community programmes that run tennis at a local level.</p> <p>Volunteers are recognised throughout the year, but especially during National Volunteer Week in June each year, and via the LTA Awards – in Kent and nationally where people are nominated by their peers.</p> |
| Other                           |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Achievements and Performance

|                                                                                                                                                                                                 | SORP reference |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
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| Summary of the main achievements of the charity, identifying the difference the charity's work has made to the circumstances of its beneficiaries and any wider benefits to society as a whole. | Para 1.20      | <p><b>Levels of participation</b></p> <p>The number of adults playing tennis in Kent continues to rise year on year. In 2025, the number of adults playing rose by almost 18% to about 244,000 with the number of adults who played at least once a month increasing by about 25% to around 104,000.</p> <p>The number of children playing tennis at least once a week in Kent continues to rise year on year. In 2025, the number of children playing at least weekly rose by 4% to over 26,000.</p> <p>Padel is a relatively new sport in Kent. Our first 2 courts opened in 2021 and by the end of 2025 there were 78 courts in 26 venues, of which only 7 are traditional tennis clubs. Padel is more often based on a pay &amp; play model – which is more inclusive; the emphasis on membership being far less important than in tennis. Being very popular, court occupancy levels are very high – often over 80% - but we are not yet able to track participation numbers. The charity is encouraging venues to start programmes for children; to work towards</p> |

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|  |  | <p>gender parity in terms of participation and ensure they are accessible for those with a disability. We have also trialled walking padel.</p> <p><b>Open Court programme – for those with a disability, impairment or a long-term health condition</b></p> <p>The number of traditional clubs and venues providing specialist sessions for those with a disability or health condition rose from 21 in 2023, 24 in 2024 to 40 in 2025. In addition, there are now 40 non-traditional settings – such as care homes, schools and community groups running some form of tennis programme for those with a disability or long-term health condition. The number of players benefitting from these sessions almost doubled in the year to just under 800.</p> <p><b>Equity, Diversity &amp; Inclusion</b></p> <p>The charity created its first EDI Action Plan in the spring of 2024 and published its first report on progress in January 2025. The 2025 Action Plan and related Progress Report were published in early February 2026.</p> <p>Achievements include:</p> <ul style="list-style-type: none"> <li>• Spent around £66,500 on improving equity, diversity and inclusion within tennis &amp; padel</li> <li>• Re-designed our annual awards celebration to make it genuinely inclusive, and used it to showcase many inclusive activities</li> <li>• Funded targeted interventions to improve access to tennis for under-represented groups – women &amp; girls, the LGBTQ+ community and those from ethnically diverse backgrounds.</li> <li>• Created programmes in areas where tennis was difficult to access – such as Thanet, Isle of Sheppey and Lewisham</li> <li>• Increased our use of data analytics to help us target activity and funding to areas of greatest need.</li> </ul> <p><b>Competitions</b></p> <p>The charity runs the Kent League for tennis, providing separate summer and winter leagues in which 63 clubs and venues participated, involving 814 teams and an estimated 4616 individuals participated.</p> <p>Part of the core role with the LTA also includes running a county padel league.</p> |
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|  |  | <p>The charity also ran County Championships for both tennis and padel. The tennis championships had 477 players, of which 405 were aged 18 or under. This is one of the largest county championships in the country. As part of this event, the charity also ran an “Inclusive festival” for those with a disability or impairment, and 26 people took part in that. In 2025 we partnered with Essex to run our inaugural Wheelchair County Championships. The Padel County Championships attracted 130 adult players which was an increase of 242% on the 2024 figure.</p> <p><b>Schools Competitions</b></p> <p>The number of schools delivering tennis in the county continues to grow. In support of this, the charity runs competitions for children from both primary and secondary schools. An increasing emphasis has been placed on encouraging schools within the State sector to enter these – and building on success in 2024, more did so again in 2025.</p> <p><b>Coaches</b></p> <p>There is a national shortage of qualified coaches. Whilst the number of coaches registered in the county did increase, there remains a significant imbalance in the number of male and female coaches. At the year end, an estimated 24% were female, up from 20% in 2024. The charity made efforts to encourage more females to start taking qualifications and some female-only subsidised courses were provided. In 2026 we will launch our first Workforce Plan – covering coaches and officials – and continuing to attract female coaches will be one of several priorities. The charity is also encouraging more people from a diverse ethnic background to start seeking a coaching qualification and is providing some financial support in this area.</p> <p><b>Officials</b></p> <p>The charity made significant strides in 2025 in addressing a shortage of officials. We have recruited a number of court supervisors but there remains a shortage of qualified referees. Again efforts have been made to improve diversity in terms of the ethnic mix of the officials but there remains more work to do. The gender balance is already good.</p> |
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**Additional information (optional)**

You may choose to include further statements where relevant about:

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| Achievements against objectives set                          | Para 1.41 | In November 2024 the charity agreed a detailed plan of priorities for 2025 – areas for improvement or change. Progress against that plan has been tracked and monitored by the Board of Trustees.<br>In addition, the charity continued to deliver “business as usual” – the activities that happen every year. |
| Performance of fundraising activities against objectives set | Para 1.41 | The charity continues to raise funds via a Supporters Club, and through commercial partners. The level of income raised has increased from a historic average of around £37,000 annually to £142,500 in 2025.                                                                                                   |
| Investment performance against objectives                    | Para 1.41 | The only investments held by the charity are funds placed on bank deposit – so the returns were at normal commercial rates.                                                                                                                                                                                     |
| Other                                                        |           |                                                                                                                                                                                                                                                                                                                 |

## Financial Review

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| Review of the charity's financial position at the end of the period | Para 1.21 | <p>The figures provided in the Receipts &amp; Payments report show the position from 01/01/2025 to 31/12/2025.</p> <p>The charity received £101,000 from Lawn Tennis Association Ltd in order to perform its core role in overseeing tennis in the county. It also received £165,000 from sponsors and donors, £16,800 from membership fees and £4,325 from the Supporters Club</p> <p>Income from competition and tournament entry fees was largely balanced out by associated costs of providing those activities.</p> <p>The largest costs of the charity are staff costs – providing specialist skills in running competitions and tournaments – including for schools and those with disabilities; coaching and supporting the training programmes for talented youngsters; improving diversity and inclusion; governance and the relationship with commercial partners; social media, website and other communication as well as general customer support to players, coaches, officials, clubs and venues in the county.</p> |
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| Statement explaining the policy for holding reserves stating why they are held   | Para 1.22 | <p>A Reserves Policy has been in place since the incorporation of the charity. That is reviewed annually and the most recent iteration was agreed by the Board in February 2026. We are currently seeking to reduce the level of our reserves – and we set a balanced budget for day-to-day spending and deplete our reserves through careful and targeted investment in our sports, especially in initiatives that improve equity, diversity and inclusion.</p> <p>Reserves are held to ensure we can:</p> <ul style="list-style-type: none"> <li>• Continue to operate even if we suffered a disastrous collapse in our main sources of income</li> <li>• Continue to have funds out on loan to support clubs and venues</li> <li>• Avoid letting highly-trained staff go because they would be hard to replace when the emergency had passed</li> <li>• Complete initiatives and training programmes</li> <li>• Provide continuity in terms of running tournaments and providing league competitions</li> </ul> |
| Amount of reserves held                                                          | Para 1.22 | £460,000 as at 31 December 2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Reasons for holding zero reserves                                                | Para 1.22 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Details of fund materially in deficit                                            | Para 1.24 | Not applicable                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Explanation of any uncertainties about the charity continuing as a going concern | Para 1.23 | None required                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |

### Additional information (optional)

You may choose to include further statements where relevant about:

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| The charity's principal sources of funds (including any fundraising)            | Para 1.47 | <p>As detailed in para 1.21 above, the charity receives its income from:</p> <ul style="list-style-type: none"> <li>• Sponsors, donors and supporters</li> <li>• Tennis clubs, venues and community tennis programmes as well as their players</li> <li>• The national governing body of tennis – LTA Limited</li> </ul>                                                                  |
| Investment policy and objectives including any social investment policy adopted | Para 1.46 | <p>The trustees consider that the funds it holds should be invested in the furtherance of tennis and padel – and trustees have decided in 2024 and 2025 to invest in interventions that (a) improve equity, diversity and inclusion in these sports and (b) ensures tennis and padel are environmentally sustainable going forwards. The trustees will review this position annually.</p> |
|                                                                                 | Para 1.46 | <p>There are no significant risks at present. The charity maintains a comprehensive risk register</p>                                                                                                                                                                                                                                                                                     |

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| A description of the principal risks facing the charity |  | that is reviewed regularly, and at current level of risk is comfortably within the “risk appetite” of the trustees. |
| Other                                                   |  |                                                                                                                     |



## Structure, Governance and Management

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| Description of charity's trusts:                                                                                                                                          |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Type of governing document<br>(trust deed, royal charter)                                                                                                                 | Para 1.25 | Charity has a Constitution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| How is the charity constituted?<br>(e.g unincorporated association, CIO)                                                                                                  | Para 1.25 | CIO Association model                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Trustee selection methods including details of any constitutional provisions e.g. election to post or name of any person or body entitled to appoint one or more trustees | Para 1.25 | <p>Trustees, including the 3 Officers, were elected at an EGM in January 2024 immediately after the commencement of activity by the CIO. Subsequent AGMs have been held in May 2024, April 2025 and April 2026. Trustees retire in rotation and approximately one-third step down each year. If they desire, they may stand for re-election until they reach the end of their term, limited to 9 years. The charity advertises widely each autumn in order to seek new applications for trustees – with an emphasis on reaching out to those in under-represented groups.</p> <p>Vacancies were filled at the most recent AGM – one trustee had resigned in October 2025 and another stepped back in December 2025. In addition, two existing trustees stepped down in rotation and offered themselves for re-election. We continue to focus on ensuring our Board of Trustees is diverse, and is representative of the population we serve. All the new candidates can stand for any of these five vacancies.</p> <p>There are no provision giving rights to any organisation or body to nominate trustees.</p> |

### Additional information (optional)

You may choose to include further statements where relevant about:

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| Policies and procedures adopted for the induction and training of trustees | Para 1.51 | <p>One additional trustee was co-opted in November 2024, and he has received bespoke induction throughout 2025. The new recruits from April 2026 are also working with us to design a bespoke induction – tailored individually to the needs of each person.</p> <p>The Chair must step down in April 2027. A Vice Chair has been appointed and monthly induction sessions started in October 2025.</p> <p>A documented programme of induction options has been created – one for new trustees, and another for the wider group of committee volunteers.</p> |
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|                                                                                           |           | A culture of continuous learning is developing and further learning opportunities – for trustees, staff and wider volunteers – are actively being pursued.                                                                                                                                                                                                                                                                                                                                                                                                                |
| The charity's organisational structure and any wider network with which the charity works | Para 1.51 | <p>The charity has been overseen by a Board of the 10 trustees. That has met 8 times during 2025.</p> <p>The Board of Trustees, including the 3 Officers – Chair, Treasurer and Governance Secretary is supported by 5 committees, each looking after specific areas of the charity's activity: Finance, Competition, Performance Tennis; Clubs, Coaches &amp; Community; Governance. In addition there is an Equity, Diversity &amp; Inclusion Working Group. And we are actively looking at setting up a Padel Committee and a Workforce Development Group in 2026.</p> |
| Relationship with any related parties                                                     | Para 1.51 | None                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Other                                                                                     |           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

## Reference and Administrative details

|                             |                                                               |
|-----------------------------|---------------------------------------------------------------|
| Charity name                | KENT TENNIS CIO                                               |
| Other name the charity uses | KENT TENNIS                                                   |
| Registered charity number   | 1200980                                                       |
| Charity's principal address | Bromley Tennis Centre<br>Avebury Road<br>Orpington<br>BR6 9SA |
|                             |                                                               |

### Names of the charity trustees who manage the charity

|    | Trustee name      | Office (if any) | Dates acted if not for whole year | Name of person (or body) entitled to appoint trustee (if any) |
|----|-------------------|-----------------|-----------------------------------|---------------------------------------------------------------|
| 1  | Nigel Jordan      | Chair           | 1/1/2025 – 31/12/2025             |                                                               |
| 2  | Charlotte Cornell | Secretary       | 1/1/2025 – 31/12/2025             |                                                               |
| 3  | Monika Kuszneruk  | Treasurer       | 1/1/2025 – 31/12/2025             |                                                               |
| 4  | Andrew Candler    |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 5  | Paolo Cuomo       |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 6  | Jacqueline Darby  |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 7  | Keith Gill        |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 8  | Luke House        |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 9  | Jason Sigba       |                 | 1/1/2025 – 14/10/2025             |                                                               |
| 10 | Anna Wilson       |                 | 1/1/2025 – 31/12/2025             |                                                               |
| 11 |                   |                 |                                   |                                                               |
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| 20 |                   |                 |                                   |                                                               |

Corporate trustees – names of the directors at the date the report was approved

[illegible]

Name of trustees holding title to property belonging to the charity

[illegible]

## Funds held as custodian trustees on behalf of others

|                                                                                                                               |      |
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| Description of the assets held in this capacity                                                                               | None |
| Name and objects of the charity on whose behalf the assets are held and how this falls within the custodian charity's objects |      |
| Details of arrangements for safe custody and segregation of such assets from the charity's own assets                         |      |

### Additional information (optional)

#### Names and addresses of advisers (Optional information)

| Type of adviser | Name | Address |
|-----------------|------|---------|
|                 |      |         |
|                 |      |         |
|                 |      |         |
|                 |      |         |

#### Name of chief executive or names of senior staff members (Optional information)

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|----------------------------------|
| Jane Parish – Operations Manager |
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## Exemptions from disclosure

Reason for non-disclosure of key personnel details

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## Other optional information

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## Declarations

The trustees declare that they have approved the trustees' report above.

Signed on behalf of the charity's trustees

|                                        |  |  |
|----------------------------------------|--|--|
| Signature(s)                           |  |  |
| Full name(s)                           |  |  |
| Position (eg Secretary,<br>Chair, etc) |  |  |
| Date                                   |  |  |