

# LTA OPERATIONS LIMITED

Company number 07475460  
(the “Company”)

Minutes of a meeting of the BOARD OF DIRECTORS of the Company (the “Board”) held on Monday 29<sup>th</sup> March 2021 at 4pm by video call

**Present** Lord Davies of Abersoch, Rachel Baillache, Sara Bennison (joined at 5pm), Lesley Cundy, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Roy Staniland, Simon Steele and Sir David Tanner

**In attendance** Jackie Freeman (Minutes), Vicky Williams (item 3.2), Pamela Woodman (Company Secretary)

## Minutes

### 1. Welcome and Declarations of Interest

Lord Davies opened the meeting and thanked everyone for joining the call to discuss a number of key topics.

Simon Steele informed the meeting that he had been appointed as a member of the Audit Committee of Loughborough University and asked that this be noted on the Register of Interests.

### 2. Business Update

Scott Lloyd provided an update on the following:

**Cinch Championships:** Luiz Carvalho has been appointed as the Tournament Director for Queen’s on a 2 - 3 year secondment from IMG. In addition, he will work with the LTA to develop a programme to prepare and qualify the next generation of LTA Tournament Directors which will give British tennis players another opportunity at the end of their playing careers.

**LTA Youth:** A full advertising campaign is ready to go live on 1<sup>st</sup> April 2021. Already over 1000 teachers have been trained and another 4000 have registered with excellent feedback to date.

Sir David Tanner noted that it would be interesting to look at the breadth of locations across the country of the teachers signing up and Rachel Baillache added that it would be good to

look at the range of socio-economic groups as this information could feed into the Inclusion strategy.

**Project Accelerator:** Scott Lloyd reported that there had been a high level of contact with clubs, schools and venues. In particular, 633 ‘unengaged’ but registered clubs had now been contacted.

## **2.1 2021 Business Dashboard**

A copy of the 2021 Business Dashboard was included in the Board pack and Scott Lloyd drew the Board’s attention to the following:

**Health of the CITC network** – It is proposed that an extract from the Club health survey will be taken and pushed out to the CITCs so that the LTA can conduct a pulse survey throughout the year.

**Registered Venues** – Although the target has already been reached, the intention is to stretch it internally.

David Rawlinson reported that there had been two meetings to discuss Colour Holder engagement and he had already received feedback to say that they are beginning to feel more valued.

Lord Davies reported that he had recently met Graham Watson, the new Chair of Tennis Scotland.

## **3. Key Business Topics**

### **3.1 2021 Financial Outlook**

Simon Steele’s paper had been included in the Board pack and provided an update on the current financial outlook for 2021. The paper laid out the latest view. Simon Steele confirmed that the LTA had received an offer of funding (by way of a loan) from the Sports Winter Survival Package (SWSP) and a public announcement would be made at a point to be agreed. He noted that formal approval would be sought from the Board at the appropriate time.

Board members discussed the matter of the going concern statement.

In conclusion, the Board noted the potential losses and the challenges of the situation but felt that there was no need to make any changes to expenditure plans at this stage. However, the Board also noted the importance of ongoing discussions with the AELTC.

Simon Steele said that the budget reforecast would be presented to the Board in May.

### **3.2 Inclusion Strategy**

[Vicky Williams joined the meeting]

A draft of the Inclusion Strategy had been circulated in the Board pack. Vicky Williams explained that it had been developed in consultation with a cross section of people including colleagues, the relevant Tennis Development Committee work stream and other key subject matter experts. She also thanked Rachel Baillache, the Board lead on Inclusion, for her support and input. Rachel Baillache said that although the strategy focuses on building an inclusive culture in order to support the vision of Tennis Opened Up, there is also a commitment to measurement and accountability and data will be collected, to help understand whether the strategy is working and/or what needs to change.

Vicky Williams said that there are interdependencies across the County Governance Reform project and Project Themis.

Clare Hollingsworth asked if the LTA would consider adding 'Inclusive' as one of its core values. Vicky Williams agreed to reflect on this suggestion. She also added that the LTA should be mindful of positive discrimination versus positive action.

In conclusion, Vicky Williams said that a comprehensive stakeholder and launch plan are being developed, details of which would be shared with the Board in due course.

Lord Davies thanked Vicky Williams and Rachel Baillache for the paper.

[Vicky Williams left the meeting]

#### **4. The LTA Trust – amendment to articles**

After due consideration, the Board (on behalf of the Company) approved the proposed amendment to the articles of association of The LTA Trust and passed the resolution, as set out in the draft written special resolution attached to the paper in the Board pack, and authorised any one director to sign the written special resolution on behalf of the Company.

#### **5. Any Other Business**

Lord Davies said that he was expecting to receive the first draft of the Board Effectiveness review by the end of March 2021.

Scott Lloyd thanked the Board for making themselves available for another Board call on 20<sup>th</sup> April 2021 to discuss 2 facility investment proposals.

Lord Davies said that Clare Hollingsworth intends to step down from her position as non-Executive Director at the end of The Championships in July 2021 and that he would find a suitable date to mark her contribution to the LTA. Clare Hollingsworth felt that the AELTC should be notified and Lord Davies agreed to pick this up with Ian Hewitt.

There being no further business, the meeting closed at 6pm.

Signed.....

Dated.....



# LAWN TENNIS ASSOCIATION LIMITED

Company number 07459469  
(the “Company”)

Minutes of a meeting of the BOARD OF DIRECTORS of the Company (the “Board”) held on Monday 29<sup>th</sup> March 2021 at 4pm by video call

**Present** Lord Davies of Abersoch, Rachel Baillache, Sara Bennison (joined at 5pm), Lesley Cundy, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Roy Staniland, Simon Steele and Sir David Tanner

**In attendance** Michael Bourne (item 5), Jackie Freeman (Minutes), Vicky Williams (item 4) and Pamela Woodman (Company Secretary)

## Minutes

### 1. Welcome and Declarations of Interest

Lord Davies opened the meeting and thanked everyone for joining the call to discuss a number of key topics.

Simon Steele informed the meeting that he had been appointed as a member of the Audit Committee of Loughborough University and asked that this be noted on the Register of Interests.

### 2. 2021 Business Dashboard

A copy of the 2021 Business Dashboard was included in the Board pack, which was taken as read and supplemented by a verbal update from Scott Lloyd.

### 3. Finance

Board members had received a report from Simon Steele in the Board pack, which was taken as read and supplemented by a verbal update from Simon Steele.

### 4. Inclusion Strategy

[Vicky Williams joined the meeting]

A draft of the Inclusion Strategy had been circulated in the Board pack, which was taken as read. Vicky Williams explained that it had been developed in consultation with a cross section of people including colleagues, the relevant Tennis Development Committee work stream and other key subject matter experts. She also thanked Rachel Baillache, the Board lead on Inclusion, for her support and input. Rachel Baillache said that although the strategy focuses

on building an inclusive culture in order to support the vision of Tennis Opened Up, there is also a commitment to measurement and accountability and data will be collected, and published, to help understand whether the strategy is working and/or what needs to change.

Vicky Williams said that there are interdependencies across the County Governance Reform project and Project Themis.

Clare Hollingsworth asked if the LTA would consider adding 'Inclusive' as one of its core values. Vicky Williams agreed to reflect on this suggestion. She also added that the LTA should be mindful of positive discrimination versus positive action.

In conclusion, Vicky Williams said that a comprehensive stakeholder and launch plan are being developed, details of which would be shared with the Board in due course.

Lord Davies thanked Vicky Williams and Rachel Baillache for the paper.

[Vicky Williams left the meeting]

## **5. Performance Strategy – Michael Bourne’s 100 day review**

[Michael Bourne joined the meeting]

Michael Bourne presented to the Board his observations from being in post as performance director for 100 days. In response to questions from members around player welfare, culture and athlete mental wellbeing, Michael Bourne felt that the LTA is making good progress by being clear about responsibilities and expected standards. He added that it was about being open, delivering on what has been agreed and giving opportunities for feedback in order to build up trust and a strong connection, not only with players but also coaches and parents.

Lord Davies thanked Michael Bourne for sharing his thoughts and reflections.

[Michael Bourne left the meeting]

## **6. Anti-Doping Report 2020**

A copy of the 2020 Anti-doping report, included in the Board pack, was noted. Scott Lloyd said that the report covered a whole sport approach, not just the performance side. Sir David Tanner suggested that anti-doping should be part of the Board agenda more regularly.

## **7. Corporate Governance - Project Themis**

The Board noted the update set out in the paper, including the latest draft of the terms of reference for Project Themis which were attached for information.

**8. Any Other Business**

Lord Davies said that he was expecting to receive the first draft of the Board Effectiveness review by the end of March 2021.

Lord Davies said that Clare Hollingsworth intends to step down from her position as non-Executive Director at the end of The Championships in July 2021 and that he would find a suitable date to mark her contribution to the LTA. Clare Hollingsworth felt that the AELTC should be notified and Lord Davies agreed to pick this up with Ian Hewitt.

There being no further business, the meeting closed at 6pm.

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