

LTA OPERATIONS LIMITED

Company number 07475460
(the “Company”)

Minutes of a meeting of the BOARD OF DIRECTORS of the Company (the “Board”) held on Wednesday 10th February 2021 at 8.30am by Zoom

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

In attendance Keith Carder (item 6.1), Jackie Freeman (Minutes), Paul Guyer (item 6.2), David Humphrey (item 5), Julie Porter (item 6.2), Olly Scadgell (items 5 and 6.1), Vicky Williams (item 7), Pamela Woodman (Company Secretary) and Oliver Ziehn, Lintstock (observer)

Minutes

1. Welcome and Declarations of Interest

Lord Davies opened the meeting and welcomed Oliver Ziehn from Lintstock who was attending as an observer as part of the Board Effectiveness Review. Oliver Ziehn thanked the Board members for completing the survey. It was noted that his report, once complete, will be discussed at a future Board meeting.

Lord Davies acknowledged receipt of the register of interests for members of the Board, along with a skills audit in respect of the Board members.

In accordance with section 177 of the Companies Act 2006, each director present confirmed that they had no direct or indirect interest in any of the business to be transacted at the meeting. Otherwise, the declarations of interest were as previously recorded and Board members were reminded to continue to declare any interest which may arise during the meeting at the appropriate time.

2. Minutes and Matters Arising

The minutes of the meeting of the Board held on 2nd December 2020 were approved as a correct record.

2.1 Participation benchmarking against other sports to be included in future updates

He will ensure that the Board are kept up to date with benchmarking data on an ongoing basis. Sir David Tanner thought that the possible introduction of summer school activities would provide an opportunity for tennis.

All other matters were either on the agenda for later in the meeting or would be carried forward to a later meeting.

3. Business Update

Board members had received a comprehensive summary in the Board pack. This was taken as read and Scott Lloyd provided the following further updates:

- **Grass Court calendar**

[Roy Staniland declared a conflict of interest and did not take part in the discussion]

Faced with ongoing issues arising from the Covid-19 pandemic, coupled with the potential need to create bio-secure bubbles around the major events, the LTA, in consultation with the AELTC, put forward a revised, streamlined grass court season calendar which has now been approved by the ATP and WTA and was laid out in the Business update.

The Board were supportive of the changes to the calendar.

- **Club support toolkit**

Scott Lloyd said that by opening up venue registration to schools and parks, there are currently 4,000 registered venues up from c.2700 a year (and with a target of 5,000 for end of 2021).

- **Club health survey/Volunteer Engagement**

Scott Lloyd informed the Board that the levels of satisfaction and engagement had risen significantly year on year amongst clubs and volunteers. A metric to gauge the LTA's reputation more broadly was part of the 2020 Dashboard and will be ongoing and Scott Lloyd would ask Ben Wiseman, Head of Corporate Affairs, to present the Corporate Affairs strategy, including stakeholder engagement plans, to the Board at an appropriate juncture.

- **NTC**

Scott Lloyd said that in order to maintain the level of facilities the NTC provides to players and coaches, it has been decided to amend the community programme offering. This change remains compliant with planning conditions.

- **Weather The Court**

Scott Lloyd reported that the weather the court campaign had been successful and that there had been a 32% increase in participation in December 2020 year on year. A full report had been prepared and this would be uploaded to the board pack app following the meeting.

The following items were included in the Board pack and noted:

- 3.1 2020 Progress Overview**
- 3.2 2020 Dashboard**
- 3.3 LTA VMOST**
- 3.4 2021 Priority Activity Report**

- 3.5 Draft 2021 Business Objectives**

Scott Lloyd said that the metrics for the 2021 Business Objectives were discussed at the Remuneration Committee last week and the shape and form of the Dashboard for 2021 was approved in principle. Scott Lloyd and his Executive team would be fine tuning some of the metrics in light of any government roadmap for the resumption of tennis and a final Dashboard would be brought back to the Board in March.

Scott Lloyd also said that the participation team is in the process of preparing a county Dashboard, consistent with the LTA one, which would be shared with the Council in March.

4. Finance update

Simon Steele's finance report, included in the Board pack, was taken as read. He highlighted the EBITDA for the full year and the full year result at net reserve level. A more detailed update will be provided at the Board meeting in March.

Simon Steele explained that the LTA is in the process of submitting an application to the government's Sports Winter Support fund. Board members would be asked for their consent for Know Your Customer checks to be carried out and details would be sent after the Board meeting.

Simon Steele informed the Board that the timelines for decommissioning Siebel are currently being reviewed to ensure full transfer of knowledge both to the LTA and Deloitte. However, any changes in dates should not impact customer or product launches.

In response to a question about producing a 2 year financial forecast, Scott Lloyd said that the dashboard now identifies a net reserve movement covering 2019-2021 and the financial forecasts from 2021-2023 will be updated as soon as there is visibility of what The Championships will look like this year.

Lord Davies passed on thanks to Simon Steele that he had received from The All England Club on his collaboration with the Club in respect of financial planning and management.

5. Safeguarding update

[Olly Scadgell and David Humphrey joined the meeting]

David Humphrey's report was taken as read. He noted that most referrals were now being made to the Safeguarding team by welfare officers, which showed the benefit of providing training and getting the message across.

[David Humphrey left the meeting]

6. Key Business areas

[Keith Carder joined the meeting]

6.1 World Tennis Number

Keith Carder, Head of Competition, gave a presentation on the introduction of the World Tennis Number and a copy of the slides was included in the Board pack. He noted that his team has seen over 1,000 people on webinars about World Tennis Number, which Craig Haworth noted had been really good.

Lord Davies thanked Keith Carder for the presentation.

[Keith Carder and Olly Scadgell left the meeting]

6.2 Facility Investment Strategy update

[Julie Porter and Paul Guyer joined the meeting]

Craig Howarth declared a conflict of interest.

Paul Guyer gave the Board an overview of the facilities strategy in light of the consequences of Covid and the need to protect existing indoor venues, and those of potential strategic and national importance and those of importance in respect of delivering the domestic competition calendar. Protecting the 54 existing Community Indoor Tennis Centres (CITCs) is a priority as a number are at risk of closure. The paper provided the context should there be a potential need for capital investment later in the year. The Board were supportive of the need to protect existing venues but Lord Davies suggested that it might be that a separate Board meeting would be convened to discuss extra investment in the context of the overall capital expenditure requirements. Simon Steele pointed out that it is still expected that facility investment requests would come in through The LTA Trust.

[Julie Porter and Paul Guyer left the meeting]

7. Inclusion & Diversity Strategy update

[Vicky Williams joined the meeting]

Vicky Williams gave a presentation on the Inclusion & Diversity strategy. The Board fed back their observations. Vicky Williams noted the Board's observations and confirmed that she would present the final strategy for the Board to sign off at the meeting in March.

[Vicky Williams left the meeting]

8. Verbal Updates from Committees

8.1 TDC Work Streams and Objectives

A paper outlining the membership and objectives of the TDC work streams for 2021 was included in the Board pack and taken as read. Roy Staniland recorded his thanks to Olly Scadgell, Abbie Lench and the LTA team for the support they had given.

9. Reports for Noting

9.1 Business Update

Scott Lloyd had provided further updates under item 3 of the agenda.

9.2 Health & Safety Report

The Health & Safety report was noted.

10. AOB

It was noted that it had been confirmed that an additional Board meeting would be held on 29th March 2021 from 4-6pm and Scott Lloyd said that the agenda would include a presentation from Michael Bourne, Performance Director, the I&D Strategy, Digital Strategy update and an update on financial scenario planning based on the latest guidelines for the resumption of tennis.

Simon Steele, Pamela Woodman and Jackie Freeman left the meeting before a Closed Session was held.

Post meeting, Lord Davies asked for his thanks to be recorded to Stephen Farrow for his huge contribution to the LTA over the past 10 years and wished him well in his new role.

There being no further business, the meeting was closed.

Signed

Date

LAWN TENNIS ASSOCIATION LIMITED

Company number 07459469
(the “Company”)

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Present

Lord Davies of Abersoch, Rachel Baillache, Sara Bennison, 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), Pamela Woodman (Company Secretary), Vicky Williams (item 5 only) and Oliver Ziehn, Lintstock (Observer)

Minutes

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Lord Davies acknowledged receipt of the register of interests for members of the Board, along with a skills audit in respect of the Board members.

In accordance with section 177 of the Companies Act 2006, each director present confirmed that they had no direct or indirect interest in any of the business to be transacted at the meeting. Otherwise, the declarations of interest were as previously recorded and Board members were reminded to continue to declare any interest which may arise during the meeting at the appropriate time.

2. Minutes and Matters Arising

The minutes of the meeting of the Board held on 2nd December 2020 were approved as a correct record.

Otherwise, the remaining matter arising were on the agenda for later in the meeting.

3. CEO Executive Summary

Board members had received a comprehensive summary in the Board pack. This was taken as read and Scott Lloyd supplemented his summary with a verbal update on a variety of operational and other matters. A copy of the draft 2021 Dashboard was also included.

4. Finance

Board members had received a report from Simon Steele in the Board pack which was taken as read.

5. Inclusion & Diversity Strategy update

[Vicky Williams joined the meeting]

Vicky Williams gave a presentation on the Inclusion & Diversity strategy. The Board fed back their observations. Vicky Williams noted the Board's observations and confirmed that she would present the final strategy for the Board to sign off at the meeting in March.

[Vicky Williams left the meeting]

6. Corporate Governance

6.1 Updated Remuneration Committee Terms of Reference

The Board approved the changes to the Remuneration Committee terms of reference as set out in annex 1 to the paper included in the Board pack.

6.2 Recommendations from Council Nominations Committee

6.2.1 Approval of nomination of new Board Nominated Councillors

The Board approved the nomination of the following 7 candidates below as Board Nominated Councillors [with effect from 1st March 2021]:

Lottie Birdsall-Strong
Yasmin Clarke
Jonathon Dawes
Wasim Haq
Judith Loffhagen
Adrian Packer
Shiv Paul

The Board agreed that the appointments were to be deemed to be confirmed as required in terms of the LTA Rules (without any further reference back to the Board), provided that (and as soon as) approval of the appointments was given by Council.

6.2.2 Approval of Meritorious Service Awards

The Board approved the grant of a Meritorious Service Award to each of the persons nominated, as set out in the list of nominations contained in the Board pack.

David Rawlinson said that the number of nominations was consistent with previous years and winners would be invited to The Championships when permitted. It was agreed that David Rawlinson would ask the Council Nominations Committee to revisit the criteria for putting forward nominations with a view to ensuring that any work around inclusivity was considered as a pre-requisite. Similarly, candidates considered for the Lifetime Achievement Award should have evidence of working at

a grass roots level. Sandi Proctor confirmed that inclusivity is already a significant consideration in relation to these awards.

7. Verbal updates for noting

7.1 Health & Safety Report

The Health & Safety report provided in the Board pack was noted.

7.2 International Report

The International report would be circulated post the meeting.

7.3 Draft agenda for December Council meeting

The agenda was noted.

7.4 Tennis Europe Report

The Tennis Europe Report prepared by David Rawlinson was noted.

8. LTA and AELTC committee membership and meeting dates

The schedules included in the Board pack were noted.

9. Committee Minutes

The following minutes were noted:

- Audit Committee (24/11/20)
- Council (9/12/20)
- Grass Court Steering Group (7/12/20 and 5/1/21)
- The Tennis Foundation (11/12/20)
- The LTA Trust (15/12/20)
- Board Nominations Committee (14/1/21)
- Council Nominations Committee (18/11/20)

There being no further business, the meeting was closed.

Signed

Date