

# LAWN TENNIS ASSOCIATION LIMITED (“LTA”) COUNCIL

Minutes of the meeting held on Wednesday 15 December 2021 at 10.30 am via Zoom Webinar

## Present

David Rawlinson (President).

### Councillors

Ian Alexander, Bridie Amos, Stephen Baddeley, Rachel Baillache, Sara Bennison, Sanjay Bhandari, Lottie Birdsall Strong, Liz Bissett, Richard Blackburn, Heather Bottomley, Andy Bradley, Francis Caldwell, Naomi Cavaday, Simon Clarke, Yasmin Clarke, Roy Colabawalla, John Copsey, Martin Corrie (Past President), Venetia Cottman, Lesley Cundy, Richard Cutler, Lord Davies of Abersoch (Chairman, LTA Board), Jonathon Dawes, Rick Denton, Andy Fay, Jane Grey, Peter Grimsdale, James Grindell, Ian Haigs, Wasim Haq, Craig Haworth, Barry Horne, Anil Jhingan, Nigel Jordan, Karen Keohane, James Keothavong, Robert Kerr, Claire Kinloch Anderson, Ben Knapp, Steven Law, Judith Loffhagen, Chris Mansour, Jo Marks, Steven Matthews, Adrian Packer, Malcolm Peters, Mike Piper, Sandi Procter, Joy Robinson, Martyn Rock, Mark Sanders, Annie Smith, Richard Stoakes, Liz Sweeting, Sir David Tanner, Alison Taylor, Steph Trill, David Vinall, Adrian Waite, Brian Walton, Viv Wilson, Steven Winyard and Christine Windmill.

## In attendance

Michael Bourne (Performance Director), Blane Dodds (new Councillor for 2022), John Doe (new Councillor for 2022), Simon Jones (new Councillor for 2022), Sarah Langford (new Councillor for 2022), Abbie Lench (Head of Clubs, Parks, Counties and Volunteering), Scott Lloyd (Chief Executive), James Marsalek (new Councillor for 2022), Olly Scadgell (Participation Director), Roy Staniland (Chair, Tennis Development Committee), Simon Steele (Finance Director), Sheila Wall (PA to the President), Vicky Williams (People Director) and Pamela Woodman (Head of Legal).

## Minutes

### 1. **Welcome and Apologies for Absence**

David Rawlinson welcomed everyone to the meeting including the five new Councillors for 2022 who were attending as observers: Blane Dodds (Scotland), John Doe (Cheshire), Simon Jones (Shropshire), Sarah Langford (Tennis Industry Association) and James Marsalek (Player Representative).

Apologies for absence were received from Jamie Baker, Louise Hutchinson and Shiv Paul.

### 2. **Obituary**

David Rawlinson paid tribute to Bob Kerr (LTA Councillor for Shropshire) who had died on 4 December 2021. John Copsey also said a few words in recognition of Bob Kerr’s achievements. Members of Council observed a moment of silence in memory of their colleague.

### **3. Declarations of Interest**

Councillors were asked to declare an interest as appropriate when a relevant item was discussed.

### **4. Minutes of Meeting held on Wednesday 13 October 2021**

The minutes of the meeting held on Wednesday 13 October 2021 were agreed as a correct record.

### **5. Matters Arising**

There were no matters arising not covered on the agenda.

### **6. President's Report**

The President's Report included in the Council papers was taken as read.

David Rawlinson said that this is usually the meeting at which the years of service of retiring Councillors is recognised and he confirmed that Jamie Baker (5 years), Claire Kinloch Anderson (2 years), Steven Matthews (12 years) and Liz Sweeting (13 years) will be invited to the next Council meeting held in person at the NTC so he can present them with a certificate and a gift as a token of appreciation for their contribution.

David Rawlinson referenced the following: the three election processes which will take place during 2022 (upon the adoption of the Project Themis proposals) for the President, Deputy President and a Council Nominated Board Member (all appointments to take effect from 1 January 2023); the need for all Councillors to read the 2022 Wimbledon documents on the County Support Toolkit and note the deadlines; that counties are advised not to deal with third parties offering to find partners as this contravenes the Wimbledon Terms & Conditions; an updated skills matrix for 2022 will be presented to the Council at the May meeting; and the need to ensure the tone in e-mails written by counties and directly affiliated organisations to LTA colleagues is appropriate.

### **7. LTA Chairman's Report**

The Chairman's report included in the Council papers was taken as read.

### **8. LTA Chief Executive's Update**

The Chief Executive's business update (together with the latest Business Dashboard) included in the Council papers was taken as read.

Scott Lloyd thanked Councillors for their support over the last 12 months and highlighted the following achievements of which the LTA should be proud, particularly given the environment in which everyone is working at present: the launch of LTA Youth, the launch of the new Coach Education and Development Strategy and the Inclusion Strategy; progress within the Parks Strategy and Project Odyssey (digital transformation); on-court success of British players (147 titles won in 2021); receiving the highest rating in the NSPCC Child Protection in Sport Unit's safeguarding audit and making significant progress in anti-doping compliance; the NTC's ITF Gold status as a performance centre (one of only three globally); the calendar of competitions and tournaments held this year; the LTA being shortlisted for five sports business awards; staging the US Open homecoming event; a secure financial position with an increase in reserves and Government support; and the merging of The LTA Trust and The Tennis Foundation.

A few points / questions were raised including: clubs/venues are encouraged to avail themselves of the financial assistance available through the Quick Access Loans Scheme to help enhance and expand tennis infrastructure on a year-round basis; a repeat of the request that a redacted version of the CEO's business update be provided for sharing with management committees; and an acknowledgement of the continuing work in developing a pipeline of community accessible indoor tennis centres throughout the country.

On behalf of the Council, Richard Cutler thanked Scott Lloyd, his executive team and LTA colleagues for their hard work in what has been an outstanding year for British tennis.

## **9. Tennis Development Committee ("TDC") Update**

### **9.1 TDC Workstreams Overview**

The comprehensive update on the activities of the TDC and its workstreams included in the Council papers was noted. Roy Staniland thanked the workstream leads, workstream members, the LTA executive team and other LTA colleagues for their hard work throughout this challenging year.

It was noted that the TDC will become the Development Tennis Advisory Group ("DTAG") in 2022 (should the Project Themis proposals be approved) and details of the DTAG workstreams for 2022 had been included in the Council papers. The workstream leads and objectives are being finalised and Roy Staniland asked anyone interested in being on a workstream to get in touch with him.

### **9.2 Project Themis**

Council members had received a paper providing an update on Project Themis since the two Council webinar sessions in November. The paper set out a high-level summary of the proposed changes to the LTA's governing documents which had been approved by the Board at its meeting on 7 December 2021. Pamela Woodman took Councillors through the transition plan in respect of Councillor terms of appointment which Sport England has confirmed is acceptable to them on a transitional basis with regard to compliance with the Sports Governance Code.

In answer to queries from Councillors, Pamela Woodman confirmed that:

- consideration is being given to a possible exemption within the governing documents to enable an event delivered by a county aimed at increasing participation to be held at a non-registered venue (subject to certain criteria);
- the governing documents will include a clause which precludes an employee of the LTA, Tennis Scotland or Tennis Wales from holding the position of President. She added that there is a proposal to allow Tennis Scotland and Tennis Wales to each have two representatives on the LTA Council, one of whom would be a volunteer.

It was agreed that the drafts of the new governing documentation should now be finalised with a view to holding a meeting of the Council and a general meeting (of the Members) early in 2022 to seek the necessary approvals. Councillors were encouraged to e-mail David Rawlinson, Rachel Baillache or Pamela Woodman with any further queries on Project Themis.

### **9.3 County Governance Review**

Council members had received an update on the County Governance Review together with a copy of the County and Island Association Governance Framework V2.0 for approval. David Rawlinson reiterated that the governance framework is one part of a wider review. Another part is the funding model which is being developed, informed by the RACI returns for certain

activities. The framework is ready to be finalised now and implemented from January 2022. As neither the funding model nor the governance framework is dependent upon the other, he urged Council to support the adoption of the Governance Framework V2.0 which had received Board approval at the Board meeting on 7 December 2021.

Abbie Lench gave a presentation covering: the timeline of the review from February 2020 up to this point; the LTA Governance Framework V2.0 (including one key amendment relating to management committee terms); the agreed transition plan through which County & Island Associations will have until the end of 2024 to comply fully with the framework.

Abbie Lench explained that, after discussion with the Board (and their approval on this basis), the duration of the gap between stepping down from a management committee and being eligible for reappointment should be updated in the framework to four years (in line with the equivalent provision in the Sports Governance Code), albeit that (based on the concept of comply or explain) a county or island association could (where it had good reason, which as a minimum would include having taken reasonable steps to recruit and which steps had not been successful) explain why the gap might need to be shorter.

John Copsey, Rick Denton, Simon Jones and Chris Mansour expressed the view (on behalf of their respective county associations) that, whilst acknowledging the work that had been done to date and supporting the governance framework in principle, the governance framework and the funding model are inextricably linked and as such should be adopted simultaneously.

Nigel Jordan and Martyn Rock said that their respective management committees had concerns but, following reassurances from the team leading on the project, are now in favour of implementing the governance framework in January 2022 in the knowledge that support will be available from the LTA to assist county and island associations achieve their objectives, particularly in relation to finding new volunteers to replace long-serving committee members which is a common area of concern.

Steve Winyard said that his management committee considered that counties are the key local delivery mechanism for the LTA strategy and recommended that a line to the effect that counties help shape the LTA strategy be added to the governance framework. Abbie Lench said that this would not be appropriate because the governance framework relates specifically to how county and island associations operate. Scott Lloyd concurred; he added that it absolutely was the case that every county worked with the LTA in shaping the strategy and collaboration between county forums, regional forums and the LTA has improved considerably over the last couple of years and there is every intention for this to remain the case.

Roy Colabawalla (Councillor workstream lead) thanked Abbie Lench, the workstream members and LTA colleagues for their hard work throughout the consultation process. Whilst achieving certain elements of the governance framework will not be easy, he believed it to be the way forward and added that tennis is leading the way on this element of the Sports Governance Code. He assured Council that close consultation will take place on the development of a funding model throughout 2022.

Council members were asked to vote on the framework as set out in the papers incorporating the amendment outlined earlier. The implementation of the LTA County Governance Framework V2.0 was approved with 52 votes in favour, 5 against and 1 abstention.

David Rawlinson thanked Roy Colabawalla, Abbie Lench and the workstream members for their hard work on this project and wished them luck in establishing a sound funding model.

## 10. **Council Updates**

### 10.1 **Participation**

Olly Scadgell gave a presentation on the many successes within Participation this year covering: LTA Youth Schools; the Parks Strategy; Local Tennis Leagues; the LTA Performance Competitions Calendar; LTA Youth Team Challenge; expanding the LTA Serves Programme; and the launch of ITF World Tennis number. He also highlighted what had been achieved working with county and island associations: LTA Tennis Awards; the Club Health metric; the Tennis Leaders Programme development and launch; Safeguarding; Venue Support; improving communications with associations; and the development of a County Governance Framework.

In answer to questions from Councillors, Olly Scadgell said:

- the venue registration deadline is being extended to 10 January 2022 (to include insurance cover) and this will be communicated shortly;
- currently welfare officers need to contact their 'venue administrator' to confirm the status of their pre-requisites (eg DBS and training) but it is planned to develop the system to give welfare officers administration rights access to the venue registration portal so they can see their compliance status on the required key pre-requisites;
- a breakdown of schools registered for LTA Youth by county and region can be created and shared;
- he will investigate the request to provide a breakdown on LTA Youth schools voucher redemption between those opting for equipment and those opting for coaching.

### 10.2 **Performance**

Michael Bourne provided an update on the Performance Strategy. He said that 2021 has seen positive progress against the strategy on and off the court. Refreshing the player pathways of tennis and wheelchair tennis has been a priority activity behind this. In 2022 the LTA will continue to focus on ensuring the 'LTA Delivered' and 'LTA Supported' performance programmes that make up the player pathways are benefitting player development alongside the LTA Performance competitions. Also, we will continue to define what is required from programmes to deliver the needs of the player pathways in the future.

In answer to questions from Councillors, Michael Bourne said:

- whilst National Academies play a key role in the player pathway, it is recognised that they may not be the best environment for everyone and therefore the option to be supported by the men's and women's programmes will be retained to offer flexibility;
- in order to achieve our goals and sustain them, high performance and globally benchmarked standards need to become endemic across the country.

### 10.3 **The LTA Trust (intended to be renamed as "LTA Tennis Foundation")**

Simon Steele provided an update on the LTA Tennis Foundation (the working name for the The LTA Trust after its combination with The Tennis Foundation) covering the process and rationale, how it fits into the VMOST, the trustees, funding, brand identity and next steps. The refreshed and rebranded charity is expected to launch officially in the first half of 2022.

## 11. **Corporate Governance**

There were no objections to the appointments of James Marsalek (as a Player Representative) and Sarah Langford (as a Tennis Industry Association Councillor) to the Council for 2022 and so their appointments were confirmed.

## **12. Appointments for 2022**

### **12.1 Councillors for 2022**

The list of Councillors nominated for 2022 included in the Council papers was noted.

### **12.2 LTA Boards and Other Committees for 2022**

The list of current LTA board and committee members included in the Council papers was noted.

### **12.3 Representatives on other Bodies, Boards and Committees for 2022**

A list of the Joint Committee representatives and representatives on other third party boards and committees in 2022 was provided in the Council papers. It was noted that Council will be advised of the final LTA representative on the Committee of Management as soon as an appointment is made. The representatives on the Committee of Management and the Joint Finance Committee were approved and the other appointments were noted.

## **13. Any Other Business**

### **13.1 LTA Meritorious Service Awards 2021**

David Rawlinson reminded Councillors that the deadline for submitting a nomination for a 2021 Meritorious Service Award is close of play that day, 15 December 2021.

### **13.2 Council Values and Behaviours**

Lesley Cundy said that the Council values of excellence, integrity, passion and teamwork are being refreshed and the values sub-group will be seeking Councillor opinions on these shortly.

### **13.3 President's County Visits**

David Rawlinson said that he hoped to visit each national, county and island association during his presidency and he asked those counties which he has not yet visited formally to liaise with Sheila Wall to establish a date for a visit in 2022.

### **13.4 Actions Arising from the Meeting**

David Rawlinson read out a list of actions which had arisen during the meeting and confirmed that a summary of the actions and key takeaway points will be circulated to Council shortly; the contents of which may be shared with respective management committees.

## **14. Date of Next Meeting**

The following dates are confirmed for Council meetings next year: Thursday 10 March, Wednesday 25 May (and the AGM), Wednesday 5 October, Thursday 15 December

It was noted that Council will be advised shortly in respect of an additional Council meeting and a general meeting (of the Members) in early 2022 to approve the Project Themis proposals.

There being no further business, David Rawlinson thanked everyone for attending, wished them the compliments of the season and closed the meeting at 1.55 pm.