

LTA OPERATIONS LIMITED BOARD OF DIRECTORS

Wednesday 14 February 2018 at 8.30 am in Meeting Room 2 at The National Tennis Centre

Present

David Gregson, Richard Baker, Martin Corrie, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Nicola Maskens, Sandi Procter, Dave Rawlinson and Simon Steele.

In attendance

Stephen Farrow, Alastair Marks (item 6 only), Gary Moss (item 7 only), Emma Titchener (item 7 only) and Sheila Wall (minutes).

Minutes

1. Welcome & Declarations of Interest

David Gregson welcomed everyone to the meeting. The declarations of interest were as previously recorded. Board members should continue to declare an interest at the appropriate time during the meeting.

2. Minutes and Matters Arising

The minutes of the meeting held on 29 November 2017 were approved as a correct record.

2.1 Item 9 – Board Effectiveness Review

It was noted that the software package to enable Board members to receive Board packs electronically should be in place for the April meeting. It was agreed that it would be helpful for the first meeting for the Board packs to be provided in hard copy also.

3. CEO Executive Summary

Scott Lloyd referred to the draft Business Objectives for 2018 included in the Board pack and explained that each objective would have clear metrics by which achievement would be judged and the Dashboard would mirror these metrics, creating a simplified Dashboard. The Business Objectives would be confirmed by the Remuneration Committee at its meeting the following week, together with the presentation of the draft Dashboard.

The Business Objectives were approved in principle for sign-off by the Remuneration Committee.

Simon Steele referred to the budget challenges listed in the report.

Richard Baker asked that the Board be given an opportunity to review and discuss the Participation results at the April meeting.

4. Finance

Board members had received a report from Simon Steele with supporting appendices. Simon Steele highlighted that the 2017 EBITDA closing position was in line with the budget and there had been a positive variance to budget on the net reserves driven by realised and unrealised gains on investments.

It was noted that a process (overseen by the Investment Advisory Group and the Audit Committee) was in place to change the LTA's Fund Managers and recalibrate investments.

Simon Steele added that good progress had been made in terms of establishing a sound technology infrastructure for the day to day running of the business.

5. Safeguarding Report

The paper prepared by David Humphrey (Head of Safeguarding) included in the Board pack was noted. Stephen Farrow reported that an external company had been engaged to review past safeguarding cases.

Board members had also received a paper setting out the work required, together with timescales and risks, in order to achieve the minimum standards for safeguarding and coach accreditation at registered venues as soon as possible.

[Alastair Marks joined the meeting.]

6. TBTT Update

Board members had received an update paper on TBTT, including the background to applications reviewed as part of funding round one.

Board members gave their feedback on the presentation. Alastair Marks confirmed that the application template would be updated accordingly and could be amended as required going forward.

[Alastair Marks left the meeting. Gary Moss and Emma Titchener joined the meeting.]

7. Setting a Vision and Culture for British Tennis

Scott Lloyd introduced Gary Moss and Emma Titchener from Brand Vista who gave a presentation on their initial conclusions following the exploratory stage of the project to help create a vision and culture for British Tennis. This had involved regional focus groups, with both colleagues and volunteers, and meetings and focus groups with NTC based colleagues, the Executive, Board members and selected external stakeholders. They outlined the

timetable for the next stages of the project which would culminate in final recommendations being presented to the Board at its June meeting.

8. Other Business

8.1 Duty of Care Update

Scott Lloyd said that this action point from a previous Board meeting had grown from being about whistleblowing to a more holistic view of a duty of care across the organisation. Simon Timson had worked with Stephen Farrow and Vicky Williams in putting together the comprehensive report in the Board pack which indicated the depth and breadth of the proposed Duty of Care framework. The report was noted.

Sandi Procter commented that it would be important to include Counties in this messaging and to ensure they had the appropriate resources and guidance.

8.2 Board Code of Conduct

The revised Code of Conduct provided in the Board pack was approved and Stephen Farrow would ensure that each Board member signed a copy.

9. Closed Session

The Board met in closed session.

There being no further business, the meeting finished at 2.30 pm.

LAWN TENNIS ASSOCIATION LIMITED

BOARD OF DIRECTORS

Wednesday 14 February 2018 at 1.30 pm in Meeting Room 2 at
The National Tennis Centre

Present

David Gregson, Richard Baker, Martin Corrie, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Nicola Maskens, Sandi Procter, Dave Rawlinson and Simon Steele.

In attendance

Stephen Farrow and Sheila Wall (minutes).

Minutes

1. Welcome & Declarations of Interest

David Gregson welcomed everyone to the meeting. The declarations of interest were as previously recorded and Board members should continue to declare an interest at the appropriate time during the meeting.

2. Minutes and Matters Arising

The minutes of the meeting held on 29 November 2017 were approved as a correct record.

2.1 Item 2.1 – Council Review implementation Group

Details of the outstanding items from the Council Review Implementation Group (CRIG) had been circulated to Board members for information. David Rawlinson said that the only outstanding item was the completion of an updated Councillor appraisal form which it was hoped would be circulated prior to the February Council meeting and the completed forms would be discussed by CRIG in due course.

Sandi Procter referred to the proposed bi-annual meeting of volunteers and Scott Lloyd said that the merits and frequency of such a meeting had been discussed. He would focus this year on engaging with volunteers with a view to perhaps doing something more significant with that audience in 2019 and beyond.

3. Updates from Committees

Nicola Maskens said that the Tennis Development Committee would next meet the following week. The revised work streams had been well received and committee members had assisted David Humphrey in getting County Welfare Officers in place and were available to assist the Exec team on an ad hoc basis as required.

Martin Corrie reported on the previous day's Council Nominations Committee meeting at which the recipient for this year's Carl Aarvold award had been discussed and the Committee would make a choice shortly.

David Gregson said that the Board Nominations Committee had discussed recruitment for the three non-executive Board positions.

Richard Baker reported that the Remuneration Committee was two-thirds of the way through the year-end sequence of meetings with the final meeting on 20 February, following which a copy of the minutes from each meeting would be circulated in hard copy to non-executive Board members.

David Rawlinson said that the term for two LTA Trust directors was due to come to an end shortly. Future arrangements for the Trust board were discussed and agreed.

4. Diversity Action Plan

It was noted that, in accordance with the Sports Governance Code, the Diversity Action Plan (provided for information on Netpoint) was now available on the LTA website and would be updated as necessary going forward.

5. International Report and Health & Safety Report

The International Report and the Health & Safety Report were noted.

6. Committee Reports

The minutes of the Audit Committee (21/11/17), Board Nominations Committee (29/11/17 and 17/1/18), LTA Trust (28/11/17) and MERG (23/11/17) were available on the Board area of Netpoint and were noted. The minutes of the IAG meeting (5/2/18) would be available on Netpoint shortly.

7. February Council Meeting Agenda

The draft agenda for the Council meeting to be held on Thursday 22 February 2018 was noted.

8. Tennis Foundation Update

The Tennis Foundation update provided in the Board pack was noted.

There being no further business, the meeting finished at 2.00 pm.