

LTA OPERATIONS LIMITED BOARD OF DIRECTORS

Wednesday 26 September 2018 at 8.30 am in Meeting Room 2 at The National Tennis Centre

Present

David Gregson, Rachel Baillache, Sara Bennison, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Nicola Maskens, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner.

In attendance

Lord Davies of Abersoch, Rob Dearing (item 6), Stephen Farrow, David Humphrey (item 5), Julie Porter (item 6), Christopher Quinlan QC (item 5.1), Oliver Scadgell (item 5), Sheila Wall (minutes) and Vicky Williams (item 7.3).

Minutes

1. Welcome & Declarations of Interest

David Gregson welcomed everyone to the meeting, particularly the incoming Chair, Lord Davies, and those new Board members attending their first meeting - Rachel Baillache and David Tanner (first meeting in person). The declarations of interest were as 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 13 June 2018 were approved as a correct record.

3. CEO Executive Summary

Board members had received a comprehensive summary in their Board pack covering the Budget, Safeguarding, Participation, Performance, Membership, Sponsorship, Digital Transformation, Engagement, Major Events and other miscellaneous items; the Business Update also included in the Board pack (item 8.1) provided context to these items. The executive summary was taken as read.

Scott Lloyd referred to the decline in participation and commented that the visibility of the sport appeared to correlate directly with participation trends. The competitions calendar review had been completed and consideration would now be given as to how this would evolve into the 2019 calendar and beyond. He was confident the new British Tennis Ratings System would help to engage players.

He said that the Performance Strategy investment process was now in place.

He reported that the LTA had applied to host a Europe Africa Group I Fed Cup tie in Bath in February 2019; a decision on which would be made by the ITF shortly. The offer of a wild card, giving GB direct qualification to the Davis Cup finals in November 2019, had been accepted.

He added that significant changes would be made to the structure of British Tennis Membership which was a red item on the Dashboard. He commented that the hospitality income from the Major Events had been better than expected.

He referred the recently implemented Whistleblowing Service which would cover all areas of British tennis and it was agreed that details of this service should be provided to the Board.

4. Finance

Board members had received a report from Simon Steele, together with the Management Accounts for the eight months ended 31 August 2018 and the Dashboard. The report was taken as read.

It was noted that Salesforce had been confirmed as the replacement provider for the current Siebel CRM platform.

5. Safeguarding Report

The paper prepared by David Humphrey (Head of Safeguarding) included in the Board pack was noted.

David Gregson thanked the Exec team and David Humphrey for their continuing hard work in this important area.

6. TBTT

6.1 Projects Update

Board members had received a report from Rob Dearing providing an update on TBTT, Transforming Scottish Indoor Tennis and Growing the Game. The report was taken as read.

6.2 Facilities Investment Framework

Board members had received a paper setting out the updated facility investment framework based on the review and consultation process undertaken since the June Board meeting. The report covered the steps taken since June, provided details of the evolved investment framework and set out the timeline for the next steps.

7. Strategic Planning

7.1 Vision, Mission, Objectives, Strategies and Tactics (VMOST)

Board members had received a paper detailing the progress in implementing VMOST since the June Board meeting (complemented by a detailed presentation from Brand Vista). Since the strategies had been agreed, the priority had been to ensure the correct organisational structure was put in place to deliver VMOST and the 2019 budget and the 5 year plan would be aligned to support the new structure.

Board approval in principle was agreed. Scott Lloyd said he would update Council at its meeting the following week.

7.2 Tennis Foundation

Board members had received a paper providing an overview of the decisions to be made and supporting documentation relating to the horizontal integration of the Tennis Foundation (TF) with the LTA and the future status of the TF.

7.3 2019 Draft Budget and 5 Year Plan

As the implementation of VMOST progressed it would help inform the 5 Year Plan, both from an operational and financial perspective.

David Gregson thanked the Exec team for their hard work on the draft budget and 5 Year Plan which were agreed in principle for final approval at the December Board meeting.

7.4 Key Business Areas

7.4.1 Consumer Brand Development

The paper provided in the Board pack setting out the current thinking in terms of rebranding British tennis to ensure it aligned with VMOST was noted.

7.4.2 Commercial Partnership Strategy

Board members had received a paper setting out the proposal for a Commercial Partnership Strategy.

7.4.3 NTC

The paper provided in the Board pack setting out the direction of travel for the NTC capital investment and operational delivery plans was noted. The associated costs would form part of the 2019 budget.

8. Reports for Noting

8.1 Business Update

The Business Update provided in the Board pack was noted.

9. Any Other Business

9.1 David Gregson

Clare Hollingsworth acknowledged that this would be the last meeting chaired by David Gregson. She said it had been a privilege to work with him and, on behalf of her fellow Board members, thanked him for his dedication and commitment. Lord Davies added that the handover process overseen by David Gregson had been diligent and thorough.

10. Closed Session

The Board met in closed session.

There being no further business, the meeting finished at 2.50 pm.

Signed

Date

LAWN TENNIS ASSOCIATION LIMITED

BOARD OF DIRECTORS

Wednesday 26 September 2018 at 2.15 pm in Meeting Room 2
at The National Tennis Centre

Present

David Gregson, Rachel Baillache, Sara Bennison, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Nicola Maskens, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner.

In attendance

Lord Davies of Abersoch, 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 13 June 2018 were approved as a correct record.

3. LTA Committees

David Gregson outlined the key decisions on committee membership made by the Board Nominations Committee at its meeting on 18 September and these were approved by the Board as follows:

Committee of Management LTA Representatives: Sara Bennison, Martin Corrie, Lord Davies of Abersoch, Clare Hollingsworth, Nicola Maskens, David Rawlinson and Cathie Sabin.

Audit Committee: Clare Hollingsworth to continue as Chair; Rachel Baillache and David Rawlinson to be members.

Board Nominations Committee: Lord Davies of Abersoch as Chair; Martin Corrie, Clare Hollingsworth, David Rawlinson and Sir David Tanner to be members.

Council Nominations Committee: no change, ie Martin Corrie as Chair; Craig Haworth, Nicola Maskens, Sandi Procter and David Rawlinson to be members.

Remuneration Committee: Rachel Baillache to Chair; Sara Bennison, Martin Corrie, Lord Davies of Abersoch and David Rawlinson to be members.

4. Committee Updates

It was noted that the Audit Committee was due to meet that Friday and the Tennis Development Committee would next meet on 17 October. The inaugural meeting of the Performance Advisory Group would take place on 15 October.

5. Tennis Foundation Update

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

6. International Report

The International Report provided in the Board pack was noted.

7. October Council Meeting Agenda

The agenda for the Council meeting to be held on Wednesday 3 October 2018 was noted.

8. Health & Safety Report

Simon Steele said that the quarterly meeting of the Health & Safety group had taken place the previous Thursday.

9. Committee Reports

The minutes of the Board Nominations Committee (13/6/18), Council Nominations Committee (30/8/18), Investment Advisory Group (19/6/18) and Tennis Development Committee (18/7/18) were available on BoardPacks and the Board area of Netpoint and were noted.

There being no further business, the meeting finished at 2.45 pm.

Signed

Date