

# 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 4 December 2019 at 8.30 am in the Boardroom at The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ**

## Present

Lord Davies of Abersoch, Rachel Baillache, (by phone), Sara Bennison, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner

## In attendance

Lesley Cundy (observer), Jackie Freeman (minutes), Roy Staniland (observer) and Pamela Woodman (Company Secretary)

Richard Daish (item 8.1), Tom Gibbins (item 8.3), Paul Guyer (item 8.2), Ruth Hooper (item 8.1), David Humphrey (item 5), Julie Porter (items 8.1 and 8.2) and Oliver Scadgell (items 5 and 8.3)

## Minutes

### 1. Welcome and Declarations of Interest

Lord Davies welcomed everyone to the meeting.

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 25 September 2019 were approved as a correct record. With regard to matters arising:

#### **Item 3 Scott Lloyd to produce updated business narrative for Board to use externally**

Scott Lloyd reported that he was working with the Executive team to pull together a review of the business activities that could be developed into a narrative. He also informed the Board that he had met with the Duchess of Cambridge’s office to give them a verbal review of LTA projects. He explained that the Duchess would be launching an Early Years initiative in June 2020 and it was hoped that tennis could be part of the festival.

#### **Item 4 LTA to review streamlining of its entities**

Scott Lloyd said that this would be addressed during 2020.



## **Item 7.1 Communication plan for Tennis Scotland funding agreement proposals and TSIT projects**

Scott Lloyd informed the Board that the LTA was waiting for Tennis Scotland's official response to the agreement that was discussed at its board meeting on 25 November 2019. Scott Lloyd will revert to the Board as soon as this is received.

### **3. CEO Executive Summary**

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

- **Venues:** Scott Lloyd reported that the Club and Coach forums have been well attended and the feedback has been very positive. A formal review will be undertaken and shared with the Board in due course.
- **Fans:** The LTA is looking to evolve the British Tennis Membership scheme which will see revised nomenclature and improved tiering to ensure that each of the tiers is relevant to the type of customer that sits in them.
- **Safeguarding:** Scott Lloyd reported that the number of accredited coaches is growing on the back of the safeguarding initiative.
- **Finance:** Scott Lloyd said that the finance team will be looking to capture the Investment In kind that the LTA is making so that the tennis audience understands the benefits they are receiving as a result of investment decisions. This will be incorporated into the business narrative.
- **Participation trends:** Graphs showing participation trends, appended to the CEO report, were noted. Scott Lloyd pointed out that the LTA is performing in line or slightly better than other sports.
- **Club support toolkit:** On the back of the club health survey, Simon Steele said that he would be doing a review of the insurance cover offered to clubs and venues.

#### **3.1 Business Dashboard**

The Business Dashboard was noted.

### **4. Finance**

Board members had received a report from Simon Steele in the Board pack, which was taken as read. A shorter version of the risk register highlighting the top 17 risks was attached to the finance report and noted. The full register is considered by the Audit Committee and a decision would be taken after the Audit Committee in May as to how often the register should be brought to the Board.

Simon Steele reported that the second phase of the Technology project is now underway and all work streams currently remain on track. Lord Davies asked that the Board is made aware of any major concerns as and when they arise.

The Board had received a paper on the transfer of funds to The LTA Trust and, after discussion, the Board approved the recommendation from the Audit Committee with a decision on the final figure to be delegated to Scott Lloyd and Simon Steele.

## 5. Safeguarding Report

[Olly Scadgell and David Humphrey joined the meeting]

The report prepared by David Humphrey was noted. He also gave an update on the following:

**Cases:** The Safeguarding and Protection Committee (SPC) had heard 5 cases since the last Board meeting and none has resulted in an appeal of the outcome by either party. Names of new Chairs would be brought to the Board meeting in February

Olly Scadgell reported that the case management team has been restructured to manage the increased workload. Consequently, a Safeguarding Case Manager has been recruited, along with interim temporary help.

**Safeguarding Standards – Coaching:** There are currently 13 venues showing as not compliant with the standards which equates to 16 coaches.

In reply to a question from Sandi Procter around compliance of David Lloyd Leisure Clubs, Olly Scadgell explained that this is being managed centrally rather than with each individual club.

**Wrexham update:** The on-line training resource for Club committees is currently the only outstanding recommendation from the Wrexham report. David Humphrey is working with a company to develop this learning tool.

Lord Davies felt that following his recent to Wrexham, consideration should be given to the impact a significant case, such as the one in Wrexham, can have on the local community.

[David Humphrey and Oliver Scadgell left the meeting]

## 6. 2020 Budget

Simon Steele had included a paper in the Board pack. He noted that the 2020 budget was intended to deliver a breakeven figure at net reserves level. Simon Steele referenced the slightly higher than target headcount number resulting in an increase in the payroll cost of 4.6%. Sara Bennison noted that the Remuneration Committee had requested information regarding how contractors, FTEs and other external resource were used and Simon Steele would follow this up with Vicky Williams.

## **7. 2020 Business Objectives**

Scott Lloyd introduced a first draft of the proposed 2020 Business Dashboard, together with a list of the priority activities for 2020 and the VMOST detailing the tactics to support the 7 key strategies.

Scott Lloyd agreed that the Dashboard, once finalised, would be shared with Counties.

Sir David Tanner asked whether there should be measure to demonstrate how the National Academies were contributing towards the performance targets. It was agreed that this would be considered.

Scott Lloyd informed the Board that, in light of an observation made at the Remuneration Committee meeting, the number of women playing appears in the Visibility column on the Dashboard as it is a Sport England measure, linked with funding received, and through the fitness pilot and the Cardio tennis benchmark, is one of the ways in which the LTA could seek to engage the female audience in a better way. It was noted that the marketing collateral will be very relevant.

The Board agreed the direction of travel.

## **8. Key business areas**

### **8.1 Brand strategy and marketing plan**

[Julie Porter, Richard Daish and Ruth Hooper joined the meeting, Lesley Cundy left the meeting]

Richard Daish and Ruth Hooper gave the Board a presentation on the marketing plan and an update on the progress of the rebrand to date. Brand tracking will be introduced in the New Year to measure and monitor the impact of the brand. It is hoped that the first major marketing campaign will be the Junior Programme and this will be presented to the Board at an appropriate time. Lord Davies suggested linking up with retailers and tennis racket manufacturers to get their support and to ensure that any campaign appeals to social media followers. There had to be a strong message as to 'why tennis'.

[Richard Daish and Ruth Hooper left the meeting]

### **8.2 Facilities update**

Paul Guyer reported that the Facilities Strategy is on track to commit to £5m investment in 2019. There are currently 19 CITCs in the pipeline and plans for these are being developed and will be brought to Board in due course

[Paul Guyer and Julie Porter left the meeting]

### **8.3 Higher Education review**

[Tom Gibbins and Olly Scadgell joined the meeting]

Tom Gibbins gave a presentation to Board on the review of the LTA's role in the Higher Education sector. A copy of the presentation will be sent to the Board following the meeting.

Sandi Procter suggested that the LTA should look at developing links between County associations and their local universities.

[Tom Gibbins and Olly Scadgell left the meeting]

## **9. Other business**

### **9.1 Directors' Appointments**

The Board approved the appointment of Roy Staniland as a director of the Company with immediate effect.

The Board approved the appointment of Lesley Cundy and re-appointment of Craig Haworth as directors of LTA Operations Limited with effect from 1 January 2020.

## **10. Reports for noting**

### **10.1 Business update**

The Business update was noted.

Lord Davies thanked the Executive for their presentations and there being no further business, the meeting closed at 1.15 pm.

# 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 Wednesday 4 December 2019 at 8.30 am in the Boardroom at The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ**

## Present

Lord Davies of Abersoch, Rachel Baillache (by phone), Sara Bennison, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner

## In attendance

Lesley Cundy (observer), Jackie Freeman (minutes), Roy Staniland (observer), Pamela Woodman (Company Secretary)

## Minutes

### 1. Welcome and Declarations of Interest

Lord Davies welcomed everyone to the meeting.

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 25 September 2019 were approved as a correct record. With regard to matters arising:

#### **Item 2.3 Role and requirements of Tournament Ambassadors at the major events**

Scott Lloyd had received a proposal from Sandi Procter and would take this forward with Vicky Williams and Stephen Farrow.

### 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.

### 4. Finance

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

## **5. 2020 Budget**

Simon Steele had included a paper in the Board pack. He noted that the 2020 budget was intended to deliver a breakeven figure at net reserves level. Simon Steele referenced the slightly higher than target headcount number resulting in an increase in the payroll cost of 4.6%. Sara Bennison noted that the Remuneration Committee had requested information regarding how contractors, FTEs and other external resource were used. Simon Steele would follow this up with Vicky Williams.

## **6. 2020 Business Objectives**

Scott Lloyd introduced a first draft of the proposed 2020 business dashboard, together with a list of the priority activities for 2020 and the VMOST detailing the tactics to support the 7 key strategies.

Scott Lloyd agreed that the dashboard, once finalised, would be shared with counties.

Sir David Tanner asked whether there should be a measure to demonstrate how the National Academies were contributing towards the performance targets. It was agreed that this would be considered.

Scott Lloyd informed the Board that, in light of an observation made at the Remuneration Committee meeting, the number of women playing appeared in the Visibility column on the dashboard as it is a Sport England measure, linked with funding received, and through the fitness pilot and the cardio tennis benchmark, was one of the ways in which the LTA could seek to engage the female audience in a better way. It was noted that the marketing collateral would be very relevant.

The Board agreed the direction of travel.

## **7. Corporate Governance approvals**

### **7.1 Approval of Modern Slavery policy and statement**

After due consideration, the Board approved the Modern Slavery and Human Trafficking Policy and Statement as per the documents included in the Board pack. Once signed, Pamela Woodman would ensure that the policy is published on the LTA's website. It was also confirmed that all members of staff had undergone training.

### **7.2 Approval of interim changes to LTA Disciplinary Code**

After due consideration, the Board approved the amendments to the LTA Disciplinary Code as set out in Appendix 2 of the paper in the Board pack.

### **7.3 Directors' Appointments**

The Board approved the appointment of Roy Staniland (in his capacity as Tennis Development Committee ("TDC") chair) as a director of the Company with immediate effect.

The Board acknowledged the appointment of Lesley Cundy and re-appointment of Craig Haworth as Council Board Members and so as directors of the Company with effect from 1 January 2020.

#### **7.4 Recommendations from Council Nominations Committee**

**LTA Councillors** – The Board confirmed the recommendation that the following nine new Councillors be elected to Council for 2020:

Venetia Cottman (Bucks)  
Nigel Jordan (Kent)  
Chris Mansour (Lancs)  
Mike Piper (Leics)  
Annie Smith (Dorset)  
Alison Taylor (Surrey)  
Stephanie Trill (Sussex)  
Viv Wilson (Durham and Cleveland)

The full list of Councillors for 2020, included in the Board pack, was noted.

**Tennis Development Committee** – The Board approved the following recommendations for leadership of the TDC work streams next year.

- Competition (inc County Cup and Seniors Competitions): Lesley Cundy
- Coach Engagement: Stephen Baddeley
- Volunteer engagement: Sandi Procter
- Clubs and County Support & Communication: Richard Cutler
- Venues Registration & County Funding: Roy Colabawalla
- Safeguarding: Ian Alexander
- Inclusion & Diversity - Funke Awoderu

Roy Staniland advised that Steve Matthews had been invited to sit on the TDC and be an advisor to the work streams.

Scott Lloyd asked that the objectives for each work stream, once established, are included in the February Board papers to the Board so that they can be measured and tracked for information.

**Council Nominations Committee** - The Board approved the recommendation that Lesley Cundy be appointed to the Council Nominations Committee. The Board also approved the recommendation that Roy Staniland, as Chair of the TDC, be invited to attend Council Nominations Committee meetings and that Pamela Woodman would be in attendance.

**International Representation 2020** – The Board approved the following appointments:

- David Rawlinson and Sandi Procter as delegates to Tennis Europe Annual General Meetings;
- David Rawlinson (Leader), Sandi Procter and Scott Lloyd as Leader and other delegates to ITF General Meetings.

**Tennis Europe Committees 2020-2022** – The Board approved the following nominations:

Sandi Procter	Development Committee
Craig Haworth	Professional Tennis Committee
Shanti Patel	Junior Tennis Committee
Anne Clark	Senior Tennis Committee
Tom Kinloch	Officiating Task Force

**Anti-Doping Officer** - The Board approved the appointment of Richard Nunn as the Anti-Doping Officer.

#### **8. Verbal updates for noting**

Lord Davies said that he and Scott Lloyd would meet Ian Hewitt together with the new CEO of The All England Club, once appointed, in the new year when LTA representation on All England sub-committees would be finalised.

#### **9. Health & Safety Report**

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

#### **10. International Report**

The International Report provided in the Board pack was noted.

#### **11. Draft agenda for December Council meeting**

The agenda was noted.

#### **12. Committee Reports**

The following reports and minutes were noted:

- Audit Committee (24/9/19)
- Board Nominations Committee (24/9/19)
- Grass Court Steering Group (2/10/19)
- TF Board (4/10/19)
- Council Minutes (9/10/19)
- Joint Finance Committee (11/10/19)
- Tennis Development Committee (5/11/2019)
- Council Nominations Committee (13/11/19)

There being no further business, the meeting was closed.