

LTA OPERATIONS LIMITED

BOARD OF DIRECTORS

Wednesday 8 May 2019 at 8.30 am in The Boardroom at The National Tennis Centre

Present

Lord Davies of Abersoch, Rachel Baillache, Sara Bennison, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner.

Apologies

Martin Corrie, Craig Haworth

In attendance

Stephen Farrow, David Humphrey (item 6), Julie Porter (item 7), Oliver Scadgell (item 6 and 7.5) and Jackie Freeman (minutes), Roy Staniland (Observer) Pamela Woodman (Observer).

Minutes

1. Welcome & Declarations of Interest

Lord Davies welcomed everyone to the meeting. Lord Davies noted the sad passing of Nicola Maskens and recorded his and the Board's recognition of her huge contribution to tennis. Lord Davies agreed to send a note of condolence to her family on behalf of the Board.

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 Board conference call held on 19 January 2019 and the meeting held on 13 February 2019 were approved as a correct record, subject to Stephen Farrow's attendance on the Board call being added and two name corrections in the minutes being made.

2.1 Item 2.1 – Q5 coaches review

This is scheduled to be discussed at the Board meeting in July.

2.3 Item 6.2 – Role of Universities

It was asked whether the Board would appreciate a site visit to the National Academy at Loughborough University in December at which point it would be a suitable moment to consider the topic.

3. CEO Executive Summary

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

- **Volunteers:** A workshop is being planned at the Council meeting on 16 May to work through the contents of a Good Practice Guide for counties. Scott Lloyd reported that there are on-going discussions with Tennis Wales and Tennis Scotland to ensure that their strategic frameworks align behind the VMOST.
- **Players:** The competition team has looked at the way the junior calendar works and a decision has been made to change the age group system to Year of Birth. A communications plan is now being developed to explain the changes.
- **Safeguarding:** David Humphrey would be giving an update later in the meeting. Scott Lloyd said that it was hoped that all Level 2 coaches would be accredited by the end of this year and Levels 1 and 2 by the end of next year. It was stressed, however, that L1 and L2 coaches are only able to undertake coaching under the supervision of a L3 coach.
- **Performance:** Scott Lloyd is in discussion with the Performance team to ensure there is clarity around the wild card policy and that this policy is understood and communicated to players and coaches ahead of the LTA major events.
- **Fed Cup:** Scott Lloyd reported on a successful staging of the Fed Cup tie at the Copper Box. The occasion was also used for the LTA to sign up to the BAME charter; the first NGB to do so. Lord Davies passed on this thanks to Stephen Farrow and his team and Sir David Tanner also asked thanks to be passed to the performance support team. David Rawlinson felt it would be useful to ask for feedback from a range of audiences. Scott Lloyd and Stephen Farrow would consider a process for this but in the meantime Board members were encouraged to send in comments to Stephen Farrow.

4. Finance

Board members had received a report from Simon Steele, together with the newly formatted Management Accounts and the LTA Risk Register. The report was taken as read but Simon Steele drew Board's attention to the following key points.

4.1 Approval of Finance & Governance report

Members had received a link to the Finance & Governance Report for 2018. This was approved by Board members and the PricewaterhouseCoopers' letter of representation was also approved for signing.

4.2 Risk Register

Simon Steele confirmed that the Audit Committee has reviewed and approved the new format of the Risk Register.

Sara Bennison asked if some of the controls in place around the key risks could be elevated on the Register.

Scott Lloyd confirmed that a review of the Disciplinary Code is being carried out and Rachel Baillache offered any support, if required.

5. 2019 Financial Reforecast

Simon Steele had provided a paper proposing a revised EBITDA. It was agreed that the forecast would be re-presented.

6. Safeguarding Report

The paper prepared by David Humphrey was noted. Olly Scadgell wanted to draw Board's attention to the following programmes of work being carried out in 2019:

Coaching standards: the scope of the work has been agreed and phase 1 will look to have all Level 3 coaches accredited by the end of this year. Currently, there are 279 venues with 692 coaches working at Level 3 who are not accredited. The LTA is investing in IT management to support the work being done by the coach accreditation project team.

County Standards: Working with the Tennis Development Committee, the LTA is scoping out a project to introduce formal safeguarding standards to County Associations, including training, an audit process and revised documentation.

Sport England: funding has been received from Sport England to test new technology tool in the form of a card to be used in conjunction with an app. This card will provide information to coaches, players and parents on how to recognise and report any safeguarding concerns, particularly around grooming. Coaches will be supported by further training.

Audits: Due to the effectiveness of the audit process, case numbers are high. Many of these cases involve social media and bullying. It was agreed Councillors should be made aware of current cases through their regional forums. This could also be included in the County Association guide as part of information sharing.

Wrexham: Clare Hollingsworth asked for an update on progress of the recommendations from the Wrexham case findings. Olly Scadgell agreed to include this as part of the Safeguarding update.

7. Key business areas

7.1 Facility Investment Framework

Julie Porter's paper was taken as read.

The demographic analysis to identify gaps in the indoor tennis provision has been done and this has identified 72 target locations for indoor tennis venues. A map of these was included in the papers. A centralised planning approach is being introduced to obtain planning permission for CITCs and Park Tennis facilities.

Julie Porter explained that the Property team have created a list of parks ranked by their ability to grow participation which will help the LTA to decide in which parks to invest for court upgrades and gate access. 1015 park tennis facilities have been identified but only 167 have gate access. The proposal is to work at pace and scale with Local Authorities to install gate access and online booking systems for park sites – in order to achieve this, the proposal is for the funds to be provided in the form of a grant by the LTA, as opposed to loans. This investment would come with some defined operating models to help ensure the LTA/tennis sees a return on its investments, including where possible funds are set aside through sinking funds to protect the future maintenance of courts.

Clare Hollingsworth wanted reassurance that any sinking funds would be sustainable in the long term. Scott Lloyd agreed to keep the Board informed of the controls that would be put in place on joint levels of risk to monitor the default/failure levels.

7.2 Padel

As part of the LTA's 5-year plan to grow tennis by offering different formats of the game, Julie Porter informed the Board that the LTA will integrate British Padel into the organisation's day-to-day operations.

Julie Porter said that 3 or 4 Padel courts will be built at the NTC and there will be a full tender process to appoint a court contractor for this work.

7.3 Digital Participation Pathway

The Board paper in the pack gave an update on the plans for developing and rolling out a new digital product to transform the process of finding similar standard players and booking courts and coaching sessions.

The Board approved the concept of the digital product, although a discussion took place on the balance of building a product that was fully flexible and future proofed versus the initial cost of investing in a product that is yet to be proven.

7.4 NTC Refurbishment update

Julie Porter's paper gave an update on the operation and refurbishment of the NTC.

9. Other Business

9.1 Supply Contracts

Board members had received a summary and a deal memo for a contract exceeding £1m in value which required Board approval. This was approved.

9.2 Confirmation of three Tennis Foundation Trustees

Scott Lloyd informed the meeting that interviews for new Tennis Foundation Trustees have taken place and potential candidates have been identified

9.3 Approval of Subscription & Registration fees

It was agreed that both subscription and registrations fees for the year commencing 1 October 2019 will be held at the current rates. Scott Lloyd commented that these will be reviewed for the next year and Council should be made aware that there is likely to be an increase next year.

11. Reports for noting

11.1 Business update

The Business Update provided in the Board pack was noted.

11.2 TDC

Roy Staniland reported that there had been a very positive TDC meeting recently. It had been agreed that in future there would be an update on TDC work at each Council meeting and minutes of the meetings would be included in Board packs.

There being no further business, the meeting finished at 1.15 pm.

Signed

Date

LAWN TENNIS ASSOCIATION LIMITED

BOARD OF DIRECTORS

Wednesday 8 May 2019 at 11 am in the Boardroom at The National Tennis Centre

Present

Lord Davies of Abersoch, Rachel Baillache, Sara Bennison, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Simon Steele and Sir David Tanner.

In attendance

Stephen Farrow, Roy Staniland (observer), Pamela Woodman (observer) and Jackie Freeman (minutes).

Minutes

1. Welcome & Declarations of Interest

Lord Davies welcomed everyone to the meeting. Apologies were received from Craig Haworth and the sad passing of Nicola Maskens was noted. 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 February 2019 were approved as a correct record.

3. Approval of appointment of Company Secretary and LTA Disciplinary officer

Those Board members who are also members of the Board Nominations Committee approved the appointment of Pamela Woodman, Head of Legal, as Company Secretary. This decision was subsequently approved by the whole Board.

The Council Nominations Committee would have to propose the transfer of LTA Disciplinary officer from Karena Vleck to Pamela Woodman. David Rawlinson would seek approval by email.

Stephen Farrow informed the meeting that no further nominations had been received for the role of Deputy President and therefore the candidate put forward by Board would be put forward for approval at Council on 17 May 2019.

Pamela will take up her role as of 18 May 2019.

4. Health & Safety Report

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

5. May Council Meeting Agenda and AGM Agenda

The agendas for the Council and AGM meeting to be held on Thursday 16 May were noted.

6. International Report

The International Report provided in the Board pack was noted.

7. Committee Reports

The minutes of the Audit Committee (27/3/19), LTA Trust (28/2/19) and MERG (20/3/19) were noted and are available on BoardPacks..

There being no further business, the meeting finished at 1.00 pm.

SignedLord Davies.....

Date 24 July 2019