

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 22nd July 2020 at 10 am by Zoom video conference call and at the National Tennis Centre

Present

Lord Davies of Abersoch, Rachel Baillache, Sara Bennison, Lesley Cundy, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Roy Staniland, Simon Steele and Sir David Tanner

In attendance

Jackie Freeman (minutes) and 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 (other than in relation to items 5.5 and 6.1, as noted below). 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 meetings of the Board held on 13th May 2020 were approved as a correct record. There were no outstanding matters arising.

3. Business Update

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

- **Rally:** there had been a noticeable increase in the number of venues adopting Rally (684 versus a target of 650) and the second release to enable the booking of coaching courses and local tennis leagues will be launched shortly.

- **LTA Youth:** Sir David Tanner congratulated the LTA for being the only NGB to have its resources for primary PE featuring on the official list that the Department for Education is signposting schools and parents to during Covid-19.
- **Property:** Scott Lloyd said that, as a result of Covid-19, 30% of existing indoor centres were expressing concern about re-opening. The LTA property team is continuing to monitor the situation and will feedback how the LTA's investment is prioritised.
- **Play Your Way:** Scott Lloyd will report back on the Play Your Way marketing campaign once the feedback has been analysed.
- **Coach Education and Delivery:** There have been 15 applications to date from parties wishing to be considered as coach education providers. In response to a request from Scott Lloyd, Lesley Cundy agreed to be a member of the review/interview panel.
- **NTC Operations:** Scott Lloyd thanked the Operations team for their work on the refurbishment of the NTC. Sir David Tanner and Roy Staniland added their thanks, too.
- **Regional Player Development Centres:** Scott Lloyd reported that funding had now been awarded for 2 additional centres: West Hants and Edgbaston. The revised funding model will allow for them to retain a lead coach on a full time basis and an apprentice coach on a part time basis.
- **Recruitment of a Performance Director:** Scott Lloyd informed the Board that Michael Bourne, currently Acting Performance Director at UK Sport, had accepted an offer for the new Performance Director role and an announcement would be made before 1st August 2020. Scott Lloyd thanked Sir David Tanner and Craig Howarth (and, in his absence, Tim Henman) for their contribution and support to the recruitment process.

3.1 2020 Business Objectives

A copy of the 2020 Dashboard, which had been updated to reflect the impact of Covid-19, was enclosed in the Board pack. Scott Lloyd pointed out that although the Remuneration Committee had had sight of it, it had yet to be formally approved.

Scott Lloyd drew the Board's attention to the various engagement scores: clubs 75% (versus target of 65%); volunteers 79% (versus 70%) and coach 79% (versus 70%). Scott Lloyd said that since the resumption of tennis there has been a huge increase in participation with a 300% increase in online bookings

Sandi Procter welcomed the updates and wanted to acknowledge the work that counties have done during lockdown.

In reply to a question from Rachel Baillache on colleagues' personal objectives, Scott Lloyd said that colleagues had been asked to rework their objectives for the second half of the year

Scott Lloyd confirmed that the objective around wheelchair tennis performance would be retained in 2021.

Lord Davies, on behalf of the Board, thanked Scott Lloyd and his executive team for doing an excellent job in difficult circumstances and extended his thanks to the counties and wider tennis network.

3.2 Safeguarding Update

The Safeguarding report was noted.

4. Finance update and approval of financial statements

Simon Steele provided a finance report which was included in the Board pack.

Following approval by the board of Lawn Tennis Association Limited of the LTA group's accounts, the financial statements for the LTA's various subsidiaries have now been prepared and are ready for approval and, if thought fit, signature. The directors of these subsidiaries are a subset of the Board members and an e-mail will be sent to the relevant directors seeking approval.

The draft annual report and financial statements of the Company had been circulated by e-mail on 17th July 2020. After due and careful consideration, these were approved by the Board.

Simon Steele said that due to current uncertainty and the challenge in forecasting beyond the next 12-18 months, it is proposed to change the usual budget and 5YP planning process. Consequently, the 2021 budget will be presented to the Board at its December meeting and the 5YP will be updated in Q3 2021.

4.1 Health and Safety report

The health and safety report provided in the Board pack was noted.

5. Discussion topics

5.1 Inclusion and Diversity update

Vicky Williams' update was included in the Board pack with a copy of the Inclusion and Diversity action plan for 2020.

Scott Lloyd said that in response to his open letter, which had been published on the LTA website, 98 replies had been received, including 27 from colleagues. These replies are being followed up and general themes collated. Vicky Williams is also setting up an internal Inclusion & Diversity steering group.

Scott Lloyd and Vicky Williams had met with the Savannah Group, who had worked with The FA on their Advisory Board, to help inform the LTA's approach on progressing inclusion and diversity in some of the harder to reach areas, for example the coaching pathway.

David Rawlinson suggested that a representative from the Counties should be included in the working group and Roy Staniland felt it would be beneficial for Councillors to receive training and suggested that Funke Adoweru could support. Scott Lloyd thought that any training could also be offered through the Learning Management System (LMS).

Having already updated the Board Nominations Committee prior to the Board update meeting, Scott Lloyd reported that preparation had commenced for the LTA Board succession planning and following discussion with the Board Nominations Committee, it was considered to be an appropriate time to commence recruitment.

Separately, Sport England had announced a review of the Sports Governance Code. This is intended to be completed in January 2021 with the outcome published in readiness for the start of the next funding cycle in April 2021. It is expected that NGBs will need to be compliant with any proposed changes by March 2022. One of the requirements is likely to be an increase in the number of Board directors from a BAME background with a likely minimum of 2.

5.2 Commercial update

Scott Lloyd highlighted the knock-on effect of Covid-19 on sponsorship and hospitality income. The paper gave an overview from a commercial partnerships perspective and the strategic approach being taken in a difficult market.

6. Any Other Business

6.1 Board Effectiveness Review

Lord Davies confirmed that he, with support from Clare Hollingsworth (SID) would lead a review of Board effectiveness. Lord Davies noted that, in accordance with the Sports Governance Code, there should be external evaluation of the Board every four years and so this should be carried out by the end of Q1 in 2021

There being no further business, the meeting closed at 12.15pm.

Signed.....Lord Davies.....

Dated.....7th October 2020

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 22nd July 2020 at 10 am by Zoom video conference call and at the National Tennis Centre

Present

Lord Davies of Abersoch, Rachel Baillache, Sara Bennison, Lesley Cundy, Craig Haworth, Clare Hollingsworth, Scott Lloyd, Sandi Procter, David Rawlinson, Roy Staniland, Simon Steele and Sir David Tanner

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2. Minutes and Matters Arising

The minutes of the meetings of the Board held on 13th May 2020 were approved as a correct record with one amendment to be made. There were no outstanding matters arising.

3. Appointment of trustees to The LTA Trust

The Board noted the recommendation from the Board Nominations Committee to appoint Born Barikor and Christopher Mills as independent trustees of The LTA Trust. The Board approved the appointments, subject to the passing of an ordinary resolution by LTA Operations Limited. The appointment of Sandi Procter as the Board Trustee is being progressed.

4. Wimbledon Ticketing Reforms

The paper, included in the pack, provided an update on the direction of travel of the LTA's ticket reform project. Scott Lloyd welcomed any thoughts to be sent to David Rawlinson who would lead on behalf of Council on this piece of work. David Rawlinson said that he would be involving all stakeholder groups and would work with the Executive in supporting any recommendation to Council. It was expected that it would need to be presented to Council either at or before the Council meeting in October 2020.

5. Any Other Business

5.1 Board Effectiveness Review

Lord Davies confirmed that he, with support from Clare Hollingsworth (SID) would lead a review of Board effectiveness. Lord Davies noted that, in accordance with the Sports Governance Code, there should be external evaluation of the Board every four years and so this should be carried out by the end of Q1 in 2021.

5.2 Board Nominated Councillor Proposal

The paper was taken as read. David Rawlinson proposed that Rachel Baillache be part of the working group, alongside Sandi Procter. Vicky Williams would be the Executive lead. The Board approved the proposal.

There being no further business, the meeting closed at 12.15pm.

Signed.....Lord Davies.....

Dated 7th October 2020