

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 13th May 2020 at 10 am by Zoom video conference call**

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

Richard Daish (items 8.2 and 8.3), Jackie Freeman (minutes), Ruth Hooper (items 8.2 and 8.3), David Humphrey (item 4), Chris Hurst (items 8.2 and 8.3), Julie Porter (item 8), Oliver Scadgell (item 4), Simon Timson (item 7), Merlin Van De Braam (item 8.1) 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. 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 12th February 2020 and 1st April 2020 were approved as a correct record. Scott Lloyd gave an update on the following matters arising:

2.1 Participation figures

Scott Lloyd informed the Board that the LTA’s insight team have looked at the data analysis behind the production of the participation target on the 2020 Dashboard and he would be happy to share this information with Board members if they wished.

2.2 Digital Transformation

Scott Lloyd confirmed that the business case had been circulated by email following the last Board meeting. It was noted that the Board had approved the business case and the entry into a contract on that basis.

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.

- **Membership:** An update on the latest proposal was appended to the CEO report and has also been shared with the Council elected Board members and the Tennis Development Committee (“TDC”).
- **Social and content work:** Since the last Board meeting, there has been a significant growth in traffic and visibility as a result of the drive in social and content work.
- **Local Tennis Leagues:** The acquisition of Local Tennis Leagues Limited completed in March 2020 and work on integration into the LTA is underway.
- **LTA Youth:** LTA Youth–Schools was officially launched at the Youth Sport Trust annual conference on 27th February 2020. Due to the outbreak of Covid-19, coach and teacher training sessions have had to be postponed for the time being. However, the LTA has since repurposed certain content for the “Tennis at Home” campaign and is currently considering options on how best to recommence the programme when schools re-open completely. The LTA had applied to the Professional Development Board for Physical Education and has been awarded ‘approved provider status’ for both provider of professional development and LTA Youth resources strands, with the application being described as being of “outstanding quality”.
- **Tennis Scotland:** The next Board meeting will be on 22nd June 2020 and Sandi Procter offered to attend on behalf of the Board.
- **Finances:** BDO have now confirmed that the LTA has been given ‘Good’ status on the Finance and Governance review.
- **Board Nominated Councillors:** Scott Lloyd confirmed that Vicky Williams is leading this piece of work to appoint additional Councillors with appropriate skills and experience. Sandi Procter was asked to contact her to share the results from the Council skills gap exercise that was carried out. David Rawlinson informed the Board that Baroness Ford has decided to step down from her role as Councillor as she has taken on a new commercial role which involves being abroad for long periods of time.
- **Performance:** Sara Bennison asked if it would be possible to have bios on the players that have been accepted into the Academies.

3.1 2020 Business Dashboard

Scott Lloyd confirmed that an updated 2020 Dashboard will be brought to the Board at a later date.

4. 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: David Humphrey said that Mat Lea is working on safeguarding guidance for coaches and volunteers during lockdown.

Safeguarding Visits: 165 support visits were made before lockdown began, including meetings with the National Academies to discuss trip guidance.

Safeguarding Strategy: The intention to extend, to level 2 coaches, the mandatory requirement for coaches working at LTA registered venues to be LTA Accredited (which requirement currently applies, and continues to apply, in relation to coaches at levels 3 to 5) has been put on hold due to the COVID-19 disruption impact on venues and coaches and will instead be implemented in 2021. In the meantime, the Safeguarding team is looking at interactive training options so that standards can be maintained during the current period.

Sport England Safe to Play Campaign: This will be relaunched in 2021.

Wrexham update: The on-line training video resource for Club committees will be ready by July 2020.

Safeguarding and Protection Committee: The 3 new Chairs have now been through an induction process and David Humphrey was pleased with the contribution they are already beginning to make.

The annual inspection from the NSPCC Child Protection in Sport Unit will be taking place on 28th May 2020 and the Board will be informed of the outcome in due course

[David Humphrey and Oliver Scadgell left the meeting]

5. Finance report

Board members had received a report from Simon Steele in the Board pack, covering finance, technology and legal, which was taken as read. The Board noted that the Audit Committee had reviewed the full risk register at its meeting on 31 March 2020 and that it had received the summary of the risk register set out in the Board pack.

The Board noted that the 2019 Finance & Governance Report for Lawn Tennis Association Limited ("LTA Limited") and its group (of which the Company was part) had been approved by the board of LTA Limited.

5.1 2020 Revised Forecast

Simon Steele explained that, since the overview was presented to the Board on 1st April 2020, further work has been completed to confirm and/or identify further savings.

Sandi Procter suggested that the LTA should consider any facility investment based on existing facilities, specifically Community Indoor Tennis Centres, helping prevent them being closed or converted into other sporting facilities. Scott Lloyd confirmed that the shape of the facility investment strategy would be influenced by the pandemic crisis and protecting existing CITCs would see greater prioritisation.

Lord Davies asked if the LTA would consider staging a unique type of event in light of the absence of any sporting events that could attract sponsors and thus help with commercial income. Scott Lloyd replied that there is still little definitive information on how and when tennis will return and Behind Closed Doors events are expensive due to the medical protocols required. However, he noted that the events team is looking at putting together a domestic calendar of events that will give the players playing and earning opportunities. It is hoped that some of these events will take place at the NTC.

6. Covid-19 Impact on Business

6.1 Priority Activity Review

Simon Steele informed the Board that, at the start of 2020, a list of 27 priority activities was identified by the Executive and agreed with the Board. Following the outbreak of Covid-19, a review of these activities has been undertaken to assess the impact of the outbreak on each of the priorities. Subsequently, the Executive agreed a reprioritisation with 14 activities continuing largely as planned, 11 changing and 3 being delayed/postponed until 2021. Full details were included in the Board pack. The Board were supportive of the approach being taken.

6.2 Support Package Update

Scott Lloyd said that 11 of the 13 support packages have been launched so far: 2469 coaches have benefitted from the coach grant scheme and 1746 venues have asked for a refund of their registration fee thus far. Scott Lloyd said that the counties were being lined up to support those coaches that were not eligible under the coach grant scheme by nature of their part time work (less than 30 hours per week) and details would be communicated by the end of May. Lord Davies thanked Scott and the team for the work done to get these support packages up and running and suggested that the media team should look at any opportunities to illustrate the assistance the LTA has given to the sport.

7. Performance Strategy Review

[Simon Timson joined the meeting]

Simon Timson gave the Board a presentation on the Performance strategy and its progress since being launched in 2018. He highlighted the 6 core principles of the Player Pathway and its programmes and that these will continue to be applied ever more keenly at each stage of the Player Pathway.

Scott Lloyd said that, although the LTA will continue to operate in accordance with the 5-year plan, he will be looking to improve the way work is done with the Regional Player

Development Centres (“RPDCs”) (e.g. consideration to increase the number to fill the gaps geographically and enhancing the investment in each of the RPDCs).

Lord Davies and Clare Hollingsworth, on behalf of the Board members, thanked Simon Timson for his enormous contribution to the LTA and wished him every success in his new role.

[Simon Timson left the meeting]

8. Key business areas

[Julie Porter and Merlin Van De Braam joined the meeting]

8.1. Coach Education Delivery Model, Coaching Pathway and Curriculum

Merlin Van De Braam gave a detailed presentation on the future direction of the coach education delivery model and an overview of the coaching pathway and curriculum. The Board were supportive of the proposals and the work carried out to date and thanked Merlin Van De Braam for the comprehensive presentation.

[Merlin Van De Braam left the meeting and Richard Daish, Ruth Hooper and Chris Hurst joined the meeting]

8.2 Brand Tennis and ‘Back to Tennis’

Richard Daish gave a presentation from a marketing perspective on the brand positioning for tennis; content plan and details of the Back to Tennis campaign to be launched over the summer.

8.3 Content Strategy

The Board watched the new creative video ‘Play your Way’. Sara Bennison welcomed the content and suggested that the LTA could think how to explain to more traditional players/fans why there is a need to appeal to a wider audience. Sandi Procter commented that the LTA should also consider including in the content that there are different types of tennis ball, some of which are designed to make tennis easier to play and so it may be helpful for newcomers to the sport to be made aware.

[Julie Porter, Richard Daish, Ruth Hooper and Chris Hurst left the meeting]

9. Corporate governance approvals

There were no corporate governance approvals to be considered by the Board.

10. Verbal updates from Committees

Roy Staniland will be issuing a formal report from the recent Tennis Development Committee meeting for inclusion in the Council papers. He asked for his thanks to be

passed on to Olly Scadgell and Merlin Van De Braam for the support and work on the support packages.

11. Reports for noting

11.1 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 4pm.

Signed

Date

LAWN TENNIS ASSOCIATION LIMITED

Company number 07459469
(the “Company”)

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held on Wednesday 13th May 2020 at 10.00 am by Zoom video conference call**

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In attendance

Jackie Freeman (minutes), Pamela Woodman (Company Secretary)

Minutes

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2. Minutes and Matters Arising

The minutes of the meeting of the Board held on 12th February 2020 were approved as a correct record and there were no matters arising.

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. Copies of the Company's 2019 Finance & Governance Report (incorporating the Company's and the Company's group's financial statements), the letter of representation from the directors of the Company to the auditors and a note setting out the rationale for continuing to prepare the Company's group's financial statements on a going concern basis in light of increased uncertainty due to the ongoing COVID-19 pandemic had all been provided to the Board prior to the meeting.

The Audit Committee had reviewed and recommended to the Board for approval both the Company's 2019 Finance & Governance Report and the letter of representation and, after due consideration of the documentation provided, the Board approved them.

The Board noted that the Audit Committee had reviewed the full risk register at its meeting on 31 March 2020 and that it had received the summary of the risk register set out in the Board pack.

5. Corporate Governance approvals

5.1 Approval of LTA Rule amendment: Name change to "The Army Tennis Association"

The Board approved the change of name of the "Army Lawn Tennis Association"/"The Lawn Tennis Association of the Army" to "The Army Tennis Association" and that the LTA Rules should be amended accordingly to reflect this.

5.2 Approval of new trustee of The LTA Trust

This item was withdrawn from the agenda.

5.3 Approval of updated Remuneration Committee Terms of Reference

The Board approved the updated version of the Terms of Reference for the Remuneration Committee which were included in the Board pack.

6. Health & Safety Report

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

7. International Report

The International Report provided in the Board pack was noted.

8. Draft agenda for May Council briefing

The agenda was noted. Scott Lloyd would check that relevant Board papers were also included in the Council packs.

9. Committee Reports

The following minutes were noted:

- Tennis Development Committee (29/1/2020)
- Council Nominations Committee (11/02/2020) - draft
- Council Minutes (26/2/2020) - draft
- Audit Committee (31/03/2020) The Board noted the recommendation of the Board Nominations Committee that Andy Fay should be appointed to the Audit Committee and approved the appointment.

10. Any Other Business

There being no further business, the meeting was closed.

Signed

Date