

LTA OPERATIONS LIMITED BOARD OF DIRECTORS

Thursday 6 December 2018 at 8.30 am in Meeting Room 2 at The National Tennis Centre

Present

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

In attendance

Rob Dearing (item 8), Stephen Farrow, David Humphrey (item 5), Niall O’Keeffe (item 7.1), Helena Raven (item 7.1), Oliver Scadgell (item 5), Sheila Wall (minutes) and Vicky Williams (item 6.1).

Minutes

1. Welcome & Declarations of Interest

Lord Davies welcomed everyone to his first meeting as Chairman. 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 26 September 2018 were approved as a correct record.

3. CEO Executive Summary

Board members had received a comprehensive summary in the Board pack covering the Budget, Safeguarding, Participation, Performance, Membership, Sponsorship, Digital Transformation, Engagement, Major Events and other miscellaneous items. The executive summary was taken as read and Scott Lloyd provided the following updates.

Discussions continued with the ITF in relation to the establishment of a global rating system.

Tennis for Kids boasted a 49% conversion rate to clubs and other programmes.

Regional training, which had been taking place at the RPDCs since the beginning of September, appeared to be going well and to have been well received.

The first meeting of the Performance Advisory Group (PAG) had gone well; it was noted that Clare Wood had replaced Sam Smith who had been unable to give the necessary time commitment.

Board members had received a copy of the Business Dashboard.

It was agreed that a message of thanks from the Deputy President and/or CEO should be sent to Counties to recognise their endeavours in the achievement of a total of 91% of venues now being registered and 96% of those venues being compliant with the minimum safeguarding standards.

4. Finance

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

It was noted that the updated Risk Register, incorporating format improvements and reflecting VMOST, would be approved by the Audit Committee in due course and presented to the Board at either its February or May meeting next year.

The summary of the LTA's Liability Insurance included in the Board pack was noted. An update on Liability Insurance and how it related to County Associations would be provided in the Council pack for the meeting on 13 December.

In relation to GDPR/Data Protection, Simon Steele said that he anticipated the data sharing agreement between the LTA and each County/National Association would be in place by the end of Q1 next year.

5. Safeguarding Report

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

Oliver Scadgell confirmed that 96% of venues were now compliant with the minimum safeguarding standards and added that the way in which the Regional and County teams had worked together on this was a perfect example of teams aligning to achieve an important objective.

6. 2019 Budget

Board members had received an executive summary prepared by Simon Steele in respect of the 2019 budget which covered the P&L, included an overview of the budget by area and provided an update on the headcount following the recent consultation process, together with appendices showing the Balance Sheet (which assumed the integration of the TF and its reserves), the Capital Plan, Cashflow and the risks and opportunities identified as part of the budget process. The 2019 Budget was agreed.

6.1 Organisational Structure

Vicky Williams updated the Board on the results from the Colleague Engagement Survey which was now in its third year. The response rate for the survey had been an outstanding 90%.

6.2 2019 Business Objectives

Board members had received the current draft Business Objectives for 2019. Scott Lloyd updated the Board on how the thinking had evolved around the Business Objectives in moving from a complicated dashboard to something more dynamic. The objectives had been considered by RemCo at its meeting earlier that week and they had stressed the importance of presenting these so that colleagues understood how they could all contribute to their achievement.

It was noted that the Business Objectives would be finalised and approved by RemCo at its meeting early in the New Year.

7. Key Business Areas

7.1 Consumer Brand Development

Niall O’Keeffe (Marketing Director) and Helena Raven (Head of Digital) gave a comprehensive presentation on the proposed development of the brand in order to deliver against the VMOST strategic pillar of Visibility. Their presentation complemented the pre-read in the Board pack.

7.2 Major Events Review

The comprehensive paper in the Board pack which provided details on the background, challenges and the future of the LTA’s International Events, was noted. Stephen Farrow gave a presentation to complement the paper and a discussion followed.

8. TBTT

Board members had received a paper in the pack providing updates on the evolved facility investment framework (including the Board approved project at the Atlantic Racquet Club and projects in the pipeline), Transforming Scottish Indoor Tennis and Growing the Game. The paper was noted.

Rob Dearing (Head of Tennis Delivery & Innovation) added that a new loans programme was being developed to replace Growing the Game which would continue to turn loans around at pace to help smaller projects.

It was noted that a Facilities Investment Strategy would be established to ensure a consistent approach for ongoing projects. It would also be important to assess where investment was needed to fulfil demand and how to ensure facilities were sustainable.

8.1 Projects for approval

Board members had received comprehensive Executive Reports on projects in Worcester and York on which Board approval for TBTT funding was sought.

Both projects were approved and it was agreed that it would be helpful for the Board to receive the Executive Reports for future projects.

9. Other Business

9.1 Disciplinary Panel, Licensing & Registration Committee and Safeguarding & Protection Committee Members for 2019

Board members had received a paper updating them on the process for appointing members of the Disciplinary Panel, the Licensing & Registration Committee and the Safeguarding & Protection Committee and putting forward the names of those members to be reappointed. These had been approved by the Council Nominations Committee and were agreed by the Board.

9.2 Approval of Modern Slavery and Human Trafficking Statement

Board members had received a copy of the proposed Modern Slavery and Human Trafficking statement to be signed by Lord Davies and posted on the LTA website. It was noted that the LTA was required by law to gain formal Board approval of the statement to show commitment to having practices and systems in place to combat modern slavery and human trafficking. The statement was approved.

10. Reports for Noting

10.1 Business Update

The Business Update provided in the Board pack was noted.

11. Closed Session

The Board met in closed session.

There being no further business, the meeting finished at 3.00 pm.

LAWN TENNIS ASSOCIATION LIMITED

BOARD OF DIRECTORS

Thursday 6 December 2018 at 1.45 pm in Meeting Room 2 at
The National Tennis Centre

Present

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

In attendance

Stephen Farrow and Sheila Wall (minutes).

Minutes

1. Welcome & Declarations of Interest

Lord Davies 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

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3. Committee Updates

David Rawlinson said that the Council Nominations Committee at its meeting on 18 October had recommended that Baroness Margaret Ford and James Keothavong be appointed Board Nominated Councillors for 2019; these appointments were approved.

Stephen Farrow said that the recommendation of the Council Nominations Committee that Martin Corrie be nominated as President and David Rawlinson as Deputy President for 2019 also required formal Board approval before being put to Council next week. These nominations were approved.

David Rawlinson said that Serena Headley-Dent had been recommended by the LTA Trust trustees to take over from Val Gooding as Chair from 1 January 2019. It was noted that Scott Lloyd and Simon Steele would meet Serena on behalf of the Board following the LTA Trust meeting on 14 December and her appointment as Chair was approved.

Rachel Baillache said that the Remuneration Committee had met twice since the last Board meeting.

4. Health & Safety Report

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

5. Tennis Foundation Update

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

6. December Council Meeting Agenda

The agenda for the Council meeting to be held on Thursday 13 December 2018 was noted.

7. International Report

The International Report provided in the Board pack was noted.

8. Committee Reports

The minutes of the Audit Committee (28/9/18), Board Nominations Committee (18/9/18), Council Nominations Committee (25/9/18 and 18/10/18), Investment Advisory Group (15/10/18), Joint Finance Committee (2/10/18), LTA Trust (18/9/18), MERG (17/9/18), Safeguarding & Protection Committee (3/9/18, 2/10/18 and 5/11/18) and the Tennis Development Committee (17/10/18) were available on BoardPacks and the Board area of Netpoint and were noted.

In addition, non-executive Board members had received a hard copy of the Remuneration Committee minutes from the meeting held on 8 October 2018.

There being no further business, the meeting finished at 2.05 pm.