

# 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 7<sup>th</sup> October 2020 at 09.30am at the National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ**

## 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 (item 6.1), Jackie Freeman (Minutes), David Humphrey (item 5), Rob Mackmurdie (item 4.2), Chris Pollard (item 6.2), Julie Porter (item 6), Olly Scadgell (item 5) and Pamela Woodman (Company Secretary)

## Minutes

### 1. Welcome and Declarations of Interest

Lord Davies welcomed everyone to the meeting. He started by recording his thanks to the AELTC for the work they have put in on the insurance claim which has helped the LTA's financial position.

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 3.2, 6.3 and 7, 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 meeting of the Board held on 22<sup>nd</sup> July 2020 were approved as a correct record. In relation to the outstanding matters arising:

#### 6.1 Board Effectiveness Review

Lord Davies noted that, at the Board Nominations Committee meeting held immediately before the Board meeting, it was agreed that two companies would be asked to pitch to carry out the Board Effectiveness Review. He confirmed that he would send a note to each of the directors ahead of the review to give more information on the review and as to how it will be carried out.

Otherwise, the matters were either on the agenda for later in the meeting or would be carried forward to a later meeting (all as noted in the Board pack).

### 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.

- **NTC Operations:** Colleagues had started to return to work at the NTC at the end of August and the LTA continues to keep up to date with the latest government guidance. The Executive team is working with colleagues to review each role and identify which ones can be carried out at home and to understand individual circumstances, review mode of transport and who needs to work from the NTC.
- **Government support:** Scott Lloyd said that he is in conversation with the government on when and how spectators can return to watching tennis. The government's view is that the situation is unlikely to change before the end of March 2021 unless any mass virus screening comes into force. In the meantime, the LTA has submitted a funding application to the DCMS based on certain financial scenarios.
- **Engagement:** The LTA Virtual Tennis Awards were well received with over 3,500 views of the event compared to the usual 150 in person attendees.
- **Tennis charity funding:** The Tennis Foundation approved a package of support for a number of tennis charities who meet certain eligibility criteria. This would allow them to apply for grant funding of up to £10k each (depending upon eligibility), and which could lead to £250k of funds being used.
- **LTA Youth:** Training will be relaunched to primary schools in February 2021. An engagement programme will start with the Scout movement.
- **Local Tennis Leagues:** There are currently 6000 unique players.
- **World Tennis Number:** There are outstanding points on the legal agreement and Scott Lloyd is in discussion with David Haggerty at the ITF to try and draw the matter to a conclusion. It is hoped that this will be concluded as a matter of urgency as the project has interdependencies with LTA membership.
- **Coach Development and Support:** 12 education providers have now been appointed and follow up work is now in progress.
- **Property:** Scott Lloyd flagged ongoing concern over the viability of the existing Community Interest Tennis Centres. Any delay to the centres being able to re-open will have a knock on effect on the delivery of other aspects of LTA activities. The risk of losing indoor courts/centres is currently considered high and the LTA is lobbying the government for support to Local Authorities. Scott Lloyd said that the LTA is considering the footprint it needs around the country and how it invests/supports those key venues so that they are viable and sustainable in the longer term.

- **TSIT:** Covid-19 has severely impacted the approved projects and a number have been put on hold. The LTA has relaxed the required third party funding element with sportscotland with a view to trying to maintain progress with some of the projects.
- **Sponsorship:** The agreement with Castore & 77 Management (on behalf of Andy Murray) will come into force in January 2021 and Castore AMC will become the official apparel supplier to the LTA.

### 3.1 Insight Measures

The Board pack contained an update from the Insight team which showed that tennis participation in the last 3 months has returned to annual growth for monthly and weekly play, both having dropped to the lowest level ever during lockdown. The total number of players is 7% higher than 5 months ago and perceptions of tennis are also improving. Sara Bennison asked how the shift in perception compares with other sports and which sports tennis is competing against. Scott Lloyd agreed to include this benchmarking in future.

Scott Lloyd explained that the challenge will be how to sustain the level of interest during the winter months. A working group has been set up specifically to look at this and will be led by Julie Porter and Abbie Lench.

### 3.2 2020 Business Dashboard

The Dashboard was noted.

## 4. Finance report

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

Simon Steele also confirmed that an overdraft facility for £15m is being put in place with Coutts which will be secured on the LTA medium term investments of £23m. Given the pressure on cash and the absence of an insurance policy for The Championships in the future, the Audit Committee agreed that the current reserves policy should be re-considered.

### 4.1 2021 Financial Planning

Simon Steele's paper set out the approach to budgeting and planning for 2021 and gave an indication of the potential range of outcomes that might be incurred in 2021.

After discussion, the Board approved the approach being taken and Simon Steele said that a provisional budget will be presented to the December Board meeting. Board members also felt it would be important for them to maintain dialogue and communication with the AELTC through attendance at the sub-committees.

### 4.2 Technology update

[Rob Mackmurdie joined the meeting]

Rob Mackmurdie gave an update on Technology and highlighted the complexity and scale of the work undertaken throughout 2020 and the risks that continues to present along with the mitigations in place. It is anticipated that Siebel will be totally decommissioned by the end of March 2021.

Rob Mackmurdie highlighted a current issue that has been experienced with coach accreditation payments. A status report will be published on the website to aid communication and manage expectations.

[Rob Mackmurdie left the meeting]

## **5. Safeguarding report**

[David Humphrey and Olly Scadgell joined the meeting]

The safeguarding report had been included in the Board pack and David Humphrey highlighted the following:

- The LTA is developing and launching a new 3 year safeguarding strategy which will come into effect in January 2021. It will be shared with Sir David Tanner and reviewed by the Tennis Development Committee before coming back to the December Board for approval.

[Olly Scadgell and David Humphrey left the meeting]

## **6. Key business areas**

[Julie Porter and Richard Daish joined the meeting]

### **6.1 Play Your Way campaign update**

Richard Daish gave the Board a presentation on the impact of the recent Play Your Way campaign. The impact across the customer journey had shown a marked increase in people's attitude towards tennis; attracting larger, newer and younger audiences (including those from a BAME background); an increase in participation (year on year growth), record numbers across social media and an increase in advocacy of the sport. Consequently, on the back of these statistics, the LTA has been able to open up meaningful conversations with commercial partners and to engage with some progressive brands. The team are working with Y Sport to build on the findings in order to get best traction given the current sponsorship environment.

Lord Davies thanked Richard Daish for his presentation.

[Richard Daish left the meeting. Chris Pollard joined the meeting]

### **6.2 Digital Strategy**

A copy of Chris Pollard's presentation was included in the Board pack. He outlined the significant progress that has been made over the past six months and how the digital

transformation will be implemented going forward. The cost to deliver the programme over a number of years will be in the order of £10m (capex). The LTA would like to deliver the strategy by the end of the 5-year plan in 2023 and it was seeking approval from the Board to commence investment aligned to the digital strategy. At the current time, this has not been mapped into next year's cash flow however total LTA capex is expected to be between £4m-£6m.

After discussion, the Board agreed with this approach with the caveat that they may need to review in February/March 2021 with clear line of sight on the benefits of the first phase work streams.

[Chris Pollard and Julie Porter left the meeting]

## **7. Corporate Governance Approvals**

### **7.1 Approval of Sandi Procter as the Board Trustee of The LTA Trust**

Sandi Procter declared a conflict of interest, abstained from the discussion and did not vote on this matter.

The Board Nominations Committee had met and agreed to recommend to the Board the appointment of Sandi Procter as the nominated "Board Trustee" to The LTA Trust. The Board resolved to approve the appointment.

## **8. Reports for Noting**

### **8.1 Business update**

Scott Lloyd had provided further updates under item 3 of the agenda.

### **8.2 Health & Safety report**

The Health & Safety report was noted.

### **8.3 Agenda for October Council meeting**

This was noted.

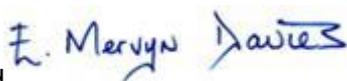
### **8.4 Inclusion & Diversity update**

Vicky Williams had provided an update paper in the Board pack which included the Inclusion & Diversity 6-point action plan and the progress made against each point, along with some data on BAME participation. The update will be a standing item on the Board agenda.

Lord Davies thanked the Executive for the hard work carried out in challenging times.

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

Signed



Dated 2<sup>nd</sup> December 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 7<sup>th</sup> October 2020 at 9.30 am at The National Tennis Centre, 100 Priory Lane, Roehampton, London, SW15 5JQ**

## 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

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### 2. Minutes and Matters Arising

The minutes of the meeting of the Board held on 22<sup>nd</sup> July 2020 were approved as a correct record. In relation to matters arising:

**Wimbledon ticketing reform** - on the agenda for later in the meeting.

**Board Effectiveness Review** - Lord Davies noted that, at the Board Nominations Committee meeting held immediately before the Board meeting, it was agreed that two companies would be asked to pitch to carry out the Board Effectiveness Review. He confirmed that he would send a note to each of the directors ahead of the review to give more information on the review and as to how it would be carried out.

### 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. Corporate Governance approvals**

##### **5.1 Approval of Sandi Procter as the Board Trustee of The LTA Trust**

Sandi Procter declared a conflict of interest, abstained from the discussion and did not vote on this matter.

The Board Nominations Committee had met and agreed to recommend to the Board the appointment of Sandi Procter as the nominated "Board Trustee" to The LTA Trust. For its part, the Board approved the appointment.

##### **5.2 Approval of Registration fees**

Roy Staniland and Craig Haworth declared a conflict of interest and did not vote on this matter.

The Board approved that subscription fees for LTA members be reintroduced for 2020-2021 at a rate of £200 per year and that the three different venue registration packages and associated subscription/registration fees for LTA associates (as set out in the paper) were approved. It was noted that approval from Council was also required.

##### **5.3 Governing documentation review**

Following discussion, Pamela Woodman agreed to manage a substantive review of the LTA's governing documentation (namely the Rules, Standing Orders and Articles of Association). It was agreed that this would require a steering group with representation from both Board and Council and that it would align with the review of the Sports Governance Code. Scott Lloyd agreed to pick this up outside the meeting with Pamela Woodman and Simon Steele.

#### **6. Verbal updates from Committees**

Roy Staniland had provided an update on the work of the Tennis Development Committee which was included in the Board pack. He asked members for any feedback.

Board members provided verbal updates from the meetings they had attended since the last Board meeting.

#### **7. Health & Safety Report**

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

#### **8. International Report**

The International Report provided in the Board pack was noted.

**9. Inclusion & Diversity update**

Vicky Williams had provided an update paper in the Board pack which included the Inclusion & Diversity 6-point action plan and a note of the progress made against each point, along with some data on BAME participation. The update will be a standing item on the Board agenda.

**10. Anti-doping update**

The paper provided in the Board pack was taken as read. It was noted that UK Anti-Doping (UKAD) was updating its rules which would require the LTA’s anti-doping procedures to be updated with effect from 1 January 2021. Sir David Tanner, as the Board lead on anti-doping, confirmed that he had met with Richard Nunn (the LTA’s Anti-Doping Officer) who was taking this work forward.

**11. Wimbledon ticketing reform update**

It was reported that webinars to announce the new proposals on Wimbledon ticketing had been scheduled, that Councillors would be invited to submit questions thereafter and that responses to those questions would be provided in a Q&A document which would be put on the website in due course.

**12. BDO/Sport England Finance & Governance reports**

A copy of each of the final reports was included in the Board pack. Rachel Baillache suggested that the Audit Committee take forward the actions and recommendations contained in the reports. This was agreed.

**13. Draft agenda for October Council meeting**

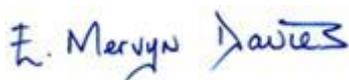
This was noted.

**14. Committee Reports**

The following minutes were noted:

- Board Nominations Committee (13/05/20)
- Tennis Development Committee (24/07/20)
- The LTA Trust (19/05/20)
- Council Briefing (20/05/20)
- The Tennis Foundation (05/06/20)

There being no further business, the meeting was closed.



Signed .....

Date 2<sup>nd</sup> December 2021

