

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 Tuesday 19 September 2023 at 8.30am at the National Tennis Centre, 100 Priory Lane, Roehampton, London SW15 5JQ

Present Lord Davies of Abersoch, Sara Bennison, Sanjay Bhandari, Roy Colabawalla, Lesley Cundy, Richard Cutler, Anil Jhingan, Nigel Jordan, Scott Lloyd, Sandi Procter (from item 4 (performance)), Simon Steele and Sir David Tanner

In attendance Michael Bourne (items 7 and 11), David Humphrey (item 6), Georgina Land-Wilkins (minutes), Chris Pollard (item 8.2), Julie Porter (item 8.1), Olly Scadgell (items 6, 7 and 11) and Pamela Woodman (Company Secretary)

Apologies Rachel Baillache

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 directors were reminded to continue to declare any interest which may arise during the meeting at the appropriate time.

2. Minutes

The minutes of the meetings of the Board held on 9 May 2023, 15 June 2023 and 19 July 2023 were approved as a correct record.

3. Matters Arising

The other matters arising were either ongoing or otherwise covered by other items on the agenda.

4. CEO Executive Summary

A comprehensive summary had been included in the Board pack, which was taken as read, and Scott Lloyd provided various supplementary updates in the meeting:

- **Participation:** Scott Lloyd highlighted that results for participation continued to be very strong but were expected to flatten and so the focus would become retention or replacement of the numbers participating, including driving growth through the parks investment and LTA Youth (in particular through converting more pupils to playing out of school and activator-led LTA Youth Go sessions).
- **Grass court season:** Scott Lloyd noted that the financial performance across the LTA’s tournaments had in 2022 been the strongest on record (up to that point) but it had been

difficult to quantify how much of that was down to the roll-over of interest from 2020 and 2021. Therefore, to have improved upon that performance in 2023 in terms of number of tickets sold, financial metrics and satisfaction metrics (with less marketing spend and using the LTA's own channels more), was particularly pleasing.

- **Nottingham Tennis Centre:** Scott Lloyd noted that the LTA has owned the Nottingham Tennis Centre for approximately 18 months and that it was delivering significant value in supporting the LTA strategy. He highlighted that the investment case to develop the centre for its next phase of growth, which would focus on padel, was not included in the papers for this Board meeting but would be presented to the Board at a later date with the appropriate broader financial context.
- **Engagement:** Scott Lloyd highlighted that engagement, especially volunteer engagement, was in a good place. Lesley Cundy noted that there would likely be a knock-on effect on the number of volunteer officials as a result of the increase in electronic line calling at larger tournaments such as Queen's, as it was often the opportunity of officiating at those tournaments which drew some officials to volunteering at other times. Scott Lloyd acknowledged that the economic model may need to change and that this would be considered in due course.

[Sandi Procter joined the meeting]

- **Performance:** Scott Lloyd informed the Board that Liam Broady was close to breaking into the top 100 and that, if he was successful in doing so, 9 different British players would have been within the top 100 during this year. Upon the request of the Board, Scott Lloyd confirmed that Michael Bourne would be asked to present to the Board at a future date to allow more depth of knowledge and understanding about the development of the performance pathway, its progress and its results/outcomes. Sir David Tanner noted that there were a number of really good young upcoming players on the pathway.

4.1 Business Dashboard

The Business Dashboard which was included as part of the CEO Executive Summary in the Board pack was noted.

4.2 Strategy 2024-2026 Update

Scott Lloyd updated the Board on progress in developing the draft strategy framework and tactics. He noted that there would be a session to share this framework with Council members on 20 September 2023 and seek input in order to help prioritise specific areas of work. Scott Lloyd informed the Board that the draft strategy would also be shared with colleagues at an All Colleague Day on 5 October 2023 and he would subsequently bring the proposed strategy and tactics back to Board along with the budget in December 2023.

5. Finance Update

5.1 Finance Report

The Board had received a report from Simon Steele in the Board pack, covering finance, legal and the LTA Tennis Foundation, which was taken as read.

5.1.1 LTA Tennis Foundation ("LTA TF") Update

Simon Steele provided a verbal update on LTA TF, noting that its first operational year as the combined charity had been positive and that it was considering aligning LTA TF's strategic cycle with that of the LTA.

Sara Bennison proposed a joint dinner between the members of the Board and the members of the board of LTA TF. Simon Steele confirmed that he would raise this again at the next meeting of the board of LTA TF.

5.2 Budget and Financial Planning – 3 Year Plan

The paper from Simon Steele included in the Board pack was taken as read and Simon Steele confirmed the formal budget would be presented to the Board in December 2023 for approval.

6. Safeguarding

[David Humphrey and Olly Scadgell joined the meeting]

The paper included in the Board pack was taken as read.

Olly Scadgell thanked and commended David Humphrey and his team for their work in this regard.

David Humphrey reminded the Board that 'Safeguarding Awareness Week' would take place in the week commencing 2 October 2023. He noted that shorter sessions were being trialled and that they had already been fully booked, with three more sessions having been added. He noted that 180 people had signed up to attend so far and that the sessions would be recorded so as to be available to many more.

David Humphrey updated the Board on his meeting with 23 young person's welfare ambassadors and noted that Sport England was interested in what the LTA's scheme. He also confirmed that Sport England was recruiting (and funding) 40 local safeguarding officers to operate across all sports (primarily smaller sports without their own safeguarding teams) as a 2-year pilot scheme and that he was on the working group for this.

David Humphrey noted that the safeguarding plan for 2024-2026 was being developed and would be shared with the Board at the appropriate time.

Sir David Tanner proposed that the anti-doping report be heard by the Board alongside the safeguarding report on a half-yearly basis and this was agreed.

Sanjay Bhandari raised the call for evidence on sport integrity from the Department for Culture, Media and Sport and the consideration of a centralised ombudsman service across all sports for complaints. Olly Scadgell confirmed that a submission was being prepared on behalf of the LTA.

[David Humphrey left the meeting]

7. Tennis Scotland

[Michael Bourne, Graham Watson (chair of Tennis Scotland) and Blane Dodds (Chief Executive of Tennis Scotland) joined the meeting]

Lord Davies welcomed Graham Watson and Blane Dodds to the meeting, who presented to the Board on Tennis Scotland, including on Tennis Scotland's strategy from 2022-2026 (which aligned with sportscotland's funding cycle) and its values, governance and structure, board, revenues, club membership growth, and challenges.

Graham Watson informed the Board that Tennis Scotland was not seeking any additional money from the LTA but they wanted to outline some proposals as to how the relationship between the two organisations might evolve. Blane Dodds did so.

Scott Lloyd thanked Tennis Scotland for the presentation and highlighted that clubs in Scotland already have access to the quick access loan scheme and were encouraged to apply for funding in relation to any eligible projects. In relation to the 'Transforming Scottish Indoor Tennis' scheme, Scott Lloyd confirmed that the LTA could be flexible (and had shown it would be in appropriate cases) for eligible projects which meet the objectives of the scheme. He also suggested that a RACI (responsible, accountable, consulted and informed) matrix exercise (similar to that undertaken with the county and island associations) might be a useful way to help Tennis Scotland to understand if there were opportunities for Tennis Scotland to further improve the effectiveness of its volunteer base in Scotland and in what areas.

Lord Davies thanked Tennis Scotland for the presentation and confirmed that the LTA would reflect on the points raised and arrange appropriate follow up conversations.

[Olly Scadgell, Michael Bourne, Graham Watson and Blane Dodds left the meeting]

8. Key Business Area Updates

8.1 Parks Renovation Project

[Julie Porter joined the meeting]

The paper included in the Board pack was taken as read. Julie Porter presented to the Board in order to provide an update on the parks renovation project, which was approaching 12 months of delivery, with 1,500 courts completed so far. Julie Porter noted that there had been good stakeholder and media engagement over the summer months and that the biggest challenge had been the weather because certain works could not be carried out when it was wet.

[Julie Porter left the meeting]

9. Reports for Noting

9.1 Business Update

The paper included in the Board pack was noted.

9.2 Inclusion Update

The paper included in the Board pack was noted with a reminder to the Board to complete the diversity survey, which was anonymous.

9.3 Health and Safety Report (draft)

The draft report was noted. It was noted that it was in draft because it had not yet been reviewed or approved by the Audit Committee, which would ordinarily do so before it was provided to the Board.

9.4 Anti-Doping and Anti-Corruption Half Year Report

The paper included in the Board pack was taken as read. Sir David Tanner explained that he was still keen to increase the funding for doping testing but was grateful for the funding provided to date. He noted that padel would be brought into the testing regime for anti-doping in due course.

9.5 Development Tennis Advisory Group (DTAG) Update

The update provided in the Board pack was noted. Nigel Jordan noted that he was trying to avoid a 'stop-start' position for workstreams at the year-end and so work was

already well-developed on the objectives and workstreams for 2024 to improve continuity of activity. He noted that all, or almost all, of the objectives for 2023 would be met on time. The Board noted the update.

9.6 International Report

The paper included in the Board pack was taken as read.

9.7 Agenda for September Council Meeting

The agenda included in the Board pack was noted.

9.8 Minutes for Noting

The minutes included in the Board pack were noted.

10. Corporate Governance

10.1 Venue Registration Regulations

The paper included in the Board pack was taken as read. Following discussion, it was agreed that a note or table setting out the key changes between the existing terms and conditions for venue registration and the new Venue Registration Regulations, together with some FAQs (including an explanation as to what a “Registered Organisation” and a “Registered Venue” respectively are) would be prepared and made available alongside the Venue Registration Regulations.

After discussion, the Board delegated authority to Scott Lloyd to approve the final form of the Venue Registration Regulations, with any amendments as he sees fit.

10.2 International Tennis Federation (“ITF”)

The papers included in the Board pack were taken as read.

11. Deal Memos

11.1 Venue Registration Fee Proposal

[Olly Scadgell and Michael Bourne joined the meeting]

The paper included in the Board pack was taken as read. Olly Scadgell noted that the value of the benefits provided was significantly higher than the registration fees payable and that, as part of the next 3-year strategic cycle, a more holistic review would be undertaken. He noted that the proposed increase in registration fees payable for venue registration was almost exactly equivalent to the increase in the inflation index since the completion date of Project Themis (February 2022) and that he planned to explain this to the Council at its meeting on 20 September 2023. After discussion, the Board approved the registration fees (payable under the Venue Registration Regulations) per court per year from 1 October 2023.

There being no further business the meeting closed.

Signed..... Date.....