

HACKNEY CITY TENNIS CLUBS LIMITED

BOARD OF DIRECTORS

MINUTES OF BOARD MEETING HELD ON TUESDAY 15TH JANUARY 2019

Present:

Directors: Howard Bennett (Chair); David Smith; Francesco Caselli; George Howe; Maurine Lewin, Alison Hunter, Daniela Aramu

In Attendance: Christian Coombs (Head Coach and Acting Director of Tennis); Kara Day (Operations Manager, Minutes)

Item		Action
1	Apologies for Absence David Harrison	
2	Conflicts of Interest Daniela declared she plays in a Hackney Tennis team. This was approved by the Board.	
3	Minutes of Meeting held on 20th November The Minutes of the meeting held on 20 th November 2018 were approved with one amendment. Action <ul style="list-style-type: none">• Amend minutes and send to Howard to sign• Upload November minutes to website when finalised• Post November minutes on the notice board	KD/HB KD KD
4	Actions since last meeting Policy review still to be completed. All other actions completed Action <ul style="list-style-type: none">• Maurine to review policies	ML
5	Items approved via email No items to report	
6	AGM REVIEW AGM went well. As the Minutes will include valuable information to potential bidders, the Board agreed to delay publicly posting these minutes until after the tender bids are submitted.	
7	Finance Finances are looking positive. The first half of the third quarter was solid. We had a drop in adult course participation in the second quarter which has continued through to this third quarter. The 2 nd term this year had the highest adult uptake we can remember, and it is normal that there would be some drop-off in the colder months. There were also some course disruptions in the last term, eg. lights not coming on properly at HD, and some issues with coaches which may have contributed.	

	<p>Court income is not tracking as high as course income. This is partly down to disruption to bookings including works at London Fields, flooding and works at Aske Gardens and issues with lights at Hackney Downs. It's been a good year to date with camps, squads and coaching courses.</p> <p>Staff costs are down slightly as are coach costs. There have been savings on office costs as a result of staff departures and elements such as bookkeeping and accounting being managed in-house.</p> <p>Overall the surplus is looking healthy, however in Q4 there are a number of potential expenditure items we need to incur such as club house decoration and maintenance and potential consulting costs to help with tender documents. Q4 is also the weakest income quarter. The February half term holiday camp is the weakest of our camps.</p> <p>Actions</p> <ul style="list-style-type: none"> • Seek feedback from course participants on the sessions via Survey Monkey or similar free online service. 	CC/KD
8	<p>Management Team Update</p> <p>Health & Safety The Board reviewed the Health & Safety report.</p> <p>Coaching staff Recruiting new senior coaches to bolster the team was raised. CC outlined that it's difficult to guarantee sufficient levels of work given the uncertainty surrounding the bid. Prior to the tender/new organisation start date, HT could potentially advertise for a temporary post with a view to it becoming permanent. However, when HT tried to recruit previously there were limited responses and the assurances being sought from candidates around coaching hours and court access for individual sessions were difficult to give. HT rates of pay in comparison to what coaches can charge for individuals is another barrier.</p> <p>CC outlined that he felt any gaps were with the general coaching courses – and that what is needed is better coach education – funding has been secured from the council to upskill two coaches – in return coaches must deliver a number of course sessions for free as part of the agreement, potentially HT could also look at recruiting a more experienced coach for course delivery.</p> <p>Performance Programme With regards to the Performance Programme, CC indicated there had been significant good will with a lot of unpaid coaching time taking place in the past. Preparation and planning time has dropped off. It was suggested that HT needs to recreate this ethos. Lack of certainty is one of the biggest barriers. Beyond the bid, HT needs to consider what can be done to rebuild this. Potentially also bringing in coaches with more experience but this carries the same difficulties as outlined above. With the difficulties of employing new coaches, a better route might be to develop from within.</p> <p>Islington is becoming more competitive. Squad numbers are slightly down this term, however this has largely been the older players stopping who have stayed with the programme longer than HT has experienced in the past.</p> <p>HT is currently receiving LTA Middlesex funding to build players for county or above level development. 13 players, on the right trajectory, have been selected for support this next term. 2 additional players are on the national pathway.</p>	

	<p>Further development of the performance programme ties in with HT's wider goals following the bid, ie. get more floodlights, get more court access, secure time at the Olympic centre.</p> <p>Performance has not been a priority for the board to date. Calls to look to implementing a programme of development for the performance programme and consider what's worked and what needs changing. Look at increasing the prominence of Performance and its goals in the 5 year plan.</p> <p>Other suggestions for consideration include:</p> <ul style="list-style-type: none"> • More of Christian's time is released back to the performance programme to benefit from his coaching expertise. • Is it possible to employ coaches who aren't exclusive to HT or another venue? • Is there potential to combine the HT performance programme with another club • Consider a different structure – a guaranteed salary balanced out with time to develop the programme etc. <p>Other than coaches, barriers for performance include:</p> <ul style="list-style-type: none"> • Court time and balancing usage out with adult tennis • Lack of floodlights • Lack of access Olympic Park Courts so far • Lack of indoor facilities generally <p>Women's team training Monday training (2nd and 3rd team players) has died down. Saturday training (1st team players) is going well. Miki is working on developing a new format for this.</p>	
9	<p>LBH update There has been no further update since the AGM.</p> <p>Actions</p> <ul style="list-style-type: none"> • Howard to speak to Ian Holland and get an update. 	HB
10	<p>AOB</p> <p>Actions</p> <ul style="list-style-type: none"> • Board email group to be reviewed, check that Frank is no longer receiving emails and that Daniela is added to the group. 	HB
11	<p>Next meeting Wednesday 20th February</p> <p>Future meetings Tuesday 19th March Wednesday 17th April Tuesday 21st May Wednesday 19th June Tuesday 16th July</p>	