

HACKNEY CITY TENNIS CLUBS LIMITED

BOARD OF DIRECTORS

MINUTES OF BOARD MEETING HELD ON WEDNESDAY 21st February 2018

Present:

Directors: Howard Bennett (Chair); Alison Hunter; Maurine Lewin, Frank Sinkovec, David Smith

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

Item		Action
1	Apologies for Absence George Howe, Francesco Caselli, David Harrison	
2	Conflicts of Interest The following potential conflicts of interest were declared and authorised: <ul style="list-style-type: none">David Smith declared that he is a team player Action <ul style="list-style-type: none">New Register of Declaration of Personal Interests to be compiled based on advice of the LBH audit once final report is received.	CC/KD
3	Minutes of meeting held on 16 January The Minutes of the Board meeting held on 16 January were approved as a true record. The timeliness of uploading of minutes to the website was raised. Minutes are uploaded following the minutes being approved, an action that takes place at the following board meeting. The MT will endeavour to complete this action within a week of the meeting. Action: <ul style="list-style-type: none">KD to upload January minutes to website	KD
4	Items approved via email Nothing to note since previous meeting	
5	Action points from previous meeting Nothing further to add	
6	Finance Quarterly accounts CC presented the quarterly accounts. Overall finances are looking healthy and on track to make a surplus in line with LBH's expectations over the course of the year. Xero reporting features have helped the management team to better identify seasonal shifts in income and understand the variance between the first two quarters and the impact the weather can have, particularly in the third and fourth quarters. Moving forward budgeting is to be weighted quarter by quarter to represent this seasonality. Xero features will help with planning and allow budgeting according to areas of the programme more effectively. <ul style="list-style-type: none">To better represent the allocation of CC salary to different areas of the business, rules have been added in Xero to apportion CC's salary to coaching or office. Currently CC is allocated to coaching so	

- at year end this will reallocate and office costs will go up slightly.
- Pension/NI costs are recorded under staff office.
- Other considerations include that two of our current coaches are seeking higher qualifications, so some price increases are likely to come into play in the new year apart from any coaching rate increases, as they will automatically move to a higher rate of pay.
- Interest – Aldemore & Secure Trust interest is still to be journaled into xero.
- Accountancy/bookkeeping is higher than projected, largely due to the change over to the new system.
- The financial audit cost is not included in the accounts to-date as the invoice has only just been received from Knox Cropper. 50% of this amount is to be covered by LBH.

Coach Pay review

As requested in January’s meeting, CC produced a budget projection allowing for an increase in coach rates of around 3% along with the impact on course revenue, and a recommended % increase to course costs to mitigate the increase.

- CC did not recommend an increase for level 1s as tends to be low level assistance work.
- The Level 2 increase presented was slightly above the 3% guide as research showed that other centres are paying quite a bit more, eg. GLL pay £16.50/hour for Level 2s. Other centres endeavour to have more level 2’s delivering programmes as they are less expensive. HT prefers to have licensed coaches who have more experience and the appropriate insurance etc. to deliver courses. However, to ensure price competitiveness and recognising some Level 2s perform to a higher standard, and with the LTA advice that a level 2 working under the guidance of a level 3 means they are covered under the level 3s insurance, HT does also use Level 2s for course delivery, and will continue to do so as appropriate.
- The Board agreed that rates must be set according to level, and that HT should continue to encourage coaches to strive for higher levels.

The board felt that with such a long period since a rate increase, HT should look to a higher rate increase. From the projections it appeared as though a 4% increase in course costs would allow for a 5% increase in coach rates. The goal is to cover costs and not necessarily increase profits. Given no increase for quite some time to either the cost of courses or coach rates, a 5% increase for coaches was agreed to be fair.

Actions:

- KD to check with Mark White as to how they wish the payment of the 50% of financial audit cost to be accounted for. KD
- For next meeting CC to produce a revised proposal for coach increases with a budget projection based on a 5% increase. CC
- HB to confirm Knox Cropper’s appointment to audit the 2017/18 accounts. HB

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Management Team Update

Tournaments

- LTA sanctioned events have been approved and plotted into the programme
- CC has been granted special dispensation to run LTA sanctioned tournaments. CC has an officials licence but is two levels below

what is required to run a grade 4.

- HT applied for 11 LTA sanctioned events but was only granted 8 events. HT was granted limited girls events and no adult tournaments. The LTA stipulate what tournaments run when, apportioning them to different centres based on the applications. There is a confirmation period before all events are finalised, so there is potential that some more events may be awarded. CC is liaising with the LTA Competitions Manager.
- Limitations on running tournaments include:
 - HT had to work tournament applications around team tennis fixtures which limited opportunities as we are running events most weekends.
 - HT is less likely to be granted events if history of people participating is poor. If can show people of certain standard are willing to play, LTA will be more inclined to allow certain events.
- Moving forward, CC recommends that a newly appointed competitions manager will need a licence sufficient to run a grade 4 as a minimum.

Performance Programme

CC met with the Performance Manager for the south east, they are restructuring management of performance funding for next term. There will be 3 levels of funding – national, regional and lower performance centre (HT level). HT will need to apply for the status. We are confident of retaining performance status.

Adult teams

- Captains are now confirmed. CC set the teams up largely under his name for expediency and as all were not confirmed at the time. Captain's names will be updated shortly.
- CC, FS & GH agreed to put the adult team structure review to the side for now, so there will be no changes in terms of the management for the time being.
- There have been some discussions around women's team training with the outcome that this will be revisited closer to the Summer.

LBH Audit Report

HT is still waiting on the final report from the LBH auditors. Conflict Register to be reviewed once official report is received.

Policies/Procedures

Capability procedure has now been formatted properly and can be filed appropriately.

Equality policy needs updating to ensure all members of the community are represented.

Planning

HT 5 year strategy has been uploaded to the google drive.

Health & Safety

The state of the courts across the borough was discussed. All courts are in poor condition. HT is seeing a drop in court fees due to unplayable courts. This is a combination of moss, puddling, holes and the need for

	<p>painting/resurfacing etc. HT to conduct a full review of the courts to present to LBH ahead of the tender.</p> <p>Actions:</p> <ul style="list-style-type: none"> • JH to move Capabilities procedure to 'Final' folder • HT to update the court audit in advance of the tender • KD to check ML's access to google drive and send H&S documents • AH & ML to review Equality policy 	<p>JH CC KD AH/ML</p>
8	<p>LBH Update</p> <ul style="list-style-type: none"> • Howard last met with Ian Holland straight after the January board meeting. At that point a March date for the tender was being discussed, however HT has had no contact or request for information that would enable LBH to finalise the tender document. <p>Actions</p> <ul style="list-style-type: none"> • HB to talk to LBH for an update on court maintenance and related obligations. 	<p>HB</p>
9	<p>AOB</p> <p>OpenPlay</p> <p>Specific court selection rather than just time slot selection via OpenPlay as is possible at other venues was raised. CC explained that showing the specific court availability will clearly show times when multiple courts are available and potentially lead to players not making a booking at all and just coming along and using the courts for free. This level of transparency could be open to abuse. The Board agreed the system should remain as it is.</p> <p>2 hour bookings are continuing to be split on different courts. MT to follow this up further with OpenPlay to see what can be done.</p> <p>Action:</p> <ul style="list-style-type: none"> • CC to contact OP to revisit 	<p>CC</p>
10	<p>Next meeting Tuesday 20th March</p> <p>Future meetings Wednesday 18th April Tuesday 15th May Wednesday 20th June</p>	