

FINAL Board Meeting Minutes 12 November 2025



PRESENT

Location: TTE Boardroom, TTE Offices, Bradwell Road, Milton Keynes MK8 9LA

Meeting: 9.30 am – 3 pm

Board Members: Clare Briegal (CB) Chair, Sally Lockyer (SL) CEO, Don Parker (DP) Deputy Chairman, Richard Ayers (RA), Katharine Curran (KC), Sally Hughes (SH), Jos Kelly (JK), Liam McTiernan (LM), Leanne O’Leary (LO) Ritchie Venner (RV), Anna Whowell (AW)*

Additional Attendees: Jill Parker (President), Richard Scruton* (RS) for Item 13

Staff Attendees:

Part Attendees: Joanna Keay-Blyth (JKB), Sam Garey (SG), Jack Ramful (JR), Gavin Evans (GE), Chris Brown (CBr)

Minutes: Sue Wressell (SW)

Apologies: Paul Bishop

*Attended via Teams

Agenda Item	Paper No	Discussion	Decision/ Action	Who	When
1	N/A	<p>Welcome</p> <p>CB welcomed everyone to the meeting and ran through the agenda of the meeting. The sad passing of Gorazd Vecko MBE (BPTT Performance Director and TTE VP) was noted. Since his appointment in 2009, he had had a huge impact on the performance of the para TT squad. Flowers had been sent to his wife.</p>			
2	N/A	<p>Conflict of Interest Declaration</p> <p>[REDACTED]</p>			
3	Minutes	<p>Minutes of the meeting held on 13 August 2025</p>	<p>Action:</p>		Following the meeting

FINAL Board Meeting Minutes 12 November 2025



		The Minutes of the meeting held on 13 August 2025 had been approved on 15 September and would now be redacted and put onto the website.	Minutes of 13 August 2025 to be redacted and added to website	SL/SW	
4	Actions & Decisions	The actions, not covered in the agenda, were received and note. SL would work through them with SW to ensure they were updated and current.			
5		<p>Chair Report</p> <p>CB reported on various activities including visits to local clubs, engagement with international table tennis bodies, and the significance of relationships with government departments and media to raise the sport's profile.</p> <p>Efforts to build media relationships with major outlets such as The Telegraph and TalkSport were noted as steps toward increasing national visibility. The importance of having top-ranked players as brand ambassadors was emphasized, alongside the need for media training and strategic communication plans to support athlete profiles.</p>			
6	25/11/01	<p>Chief Executive Report</p> <p>SL spoke to her Report and highlighted in particular the work to build relationships with government departments and the media. Changes in staff were noted and an updated organisation chart would be shared with the Board.</p>	<p>Action: Org chart to be shared with Board</p>	SW	Following the meeting
7		<p>TTIE Board Update</p> <p>RS provided an update on the upcoming ITTF AGM, focusing on the election of Executive Vice Presidents. A list of recommended candidates was presented, with discussions on the political dynamics within the ITTF board and candidates' alignment with good governance principles. The board gave CB a mandate to vote according to the recommended list, with flexibility to adjust based on further information.</p>			

FINAL Board Meeting Minutes 12 November 2025



		<p>Preparations for the upcoming World Championships at Wembley Arena were discussed, including an update from the recent Star Contender, London.</p> <p>The Commonwealth Table Tennis Federation was discussed, noting the recent award of the 2030 Commonwealth Games to India. Efforts would be made by TTE to strengthen ties with the ITTF and Commonwealth TTF to support inclusion of TT in the CG2030.</p>			
Pledge 1 - Table tennis will be a thriving community - a sport for everyone with no barriers to taking part					
8	25/11/02	<p>KPI Review and discussion - Development Directorate</p> <p>The board discussed the ongoing development of strategic KPIs, operational planning, and committee structures, including the alignment of board papers, the role of the senior leadership team, and the integration of performance and development objectives.</p> <p>The senior leadership team presented the framework for KPIs aligned with the strategic pledges. CB raised key points and KPIs from Pledge 1.</p>			
9		<p>Report from Competitions Committee</p> <p>RV provided a report on the last Competitions Committee and the following was noted:</p> <ul style="list-style-type: none"> • Challenges in expanding the number of 4* competitions, which are volunteer-run, and the need for potential financial underwriting to encourage more events. • The balance between volunteer involvement and maintaining control and consistency in competition quality. • The importance of aligning competition structures and formats to support player development and engagement. <p>The Board recognised the need for ongoing review and support to enhance competition delivery.</p>			

FINAL Board Meeting Minutes 12 November 2025



10		<p>Report from Development Committee</p> <p>Due to a change of SLT there had been no Development Committee meeting since the last Board meeting but with CBr in position, as the new Director of Development, plans for a meeting were being made.</p>			
Pledge 2 – Culture change across the pathway that inspires World Class performance and medal success					
11	25/11/02	<p>KPI Review and discussion - Performance Directorate</p> <p>GE outlined the KPIs which focused on achieving medals at European, Commonwealth and World levels, as well as qualifying athletes for the 2028 Los Angeles Olympic Games.</p>			
12		<p>Report from the Talent & Performance Committee</p> <p>The last Talent & Performance Committee, held on 4 September, had been well attended and productive. The Terms of Reference had been reviewed</p>			
Pledge 3 - Connection across the table tennis community					
13	25/11/02	<p>KPI Review and discussion - Engagement Directorate</p> <p>JR focussed on the KPIs around growing a digital reach, engagement and contactable database, together with plans to introduce a digital experience Net Promoter Score.</p>			
Pledge 4 - A high performing organisation, that is not just fit for today but is fit for the future					
14	25/11/02	<p>KPI Review and discussion - Finance Directorate</p>			

FINAL Board Meeting Minutes 12 November 2025



		It was recognised that all KPIs would need to be reviewed against budget and that finance was a function across all of the KPIs.			
15	25/11/03	<p>Report from Finance Director</p> <p>The Board received the Q2 Report with cashflow and discussed the financial outlook, including budget assumptions, the need for strategic investment, appropriate reserve levels, and the process for aligning financial planning with strategic objectives and KPIs.</p> <p>The need to link investment decisions to strategic projects and KPIs was discussed. There was consensus on the importance of Board/SLT involvement in setting priorities and the impact of investments.</p> <p>SG reported a healthy cash flow position, with considerations for optimising interest income through different bank accounts. The board discussed the balance between maintaining liquidity and maximising returns.</p>			
16		<p>Report from Finance and Audit Committee</p> <p>The F&A Committee had discussed membership affiliation fees, with a commitment to benchmarking against other governing bodies and ensuring clear communication about any decision taken.</p> <p>The current reserves policy had also been discussed. With a target of just over £200,000 and current reserves at about £350,000, discussion was held on clarity of purpose of the reserves.</p>			
17	25/11/02	KPI Review and discussion - Operations Directorate			

FINAL Board Meeting Minutes 12 November 2025



		<p>JKB updated on the KPIs for Pledge 4. It was recognised that compliance of the Code for Sports Governance was the key KPI.</p> <p>A fifth pledge for Major Events, had been added to the KPIs for the organisation.</p>			
18		<p>Safeguarding Update</p> <p>Board received updates on safeguarding case management and recruitment of a new safeguarding lead. Work was underway to review documentation in preparation for the Ann Craft Trust Assessment in 2026.</p>			
19	25/11/04	<p>Transgender Update</p> <p>The Board spent a significant portion of the meeting discussing the updated policy regarding transgender athletes. Key elements included:</p> <ul style="list-style-type: none"> • Renaming the policy to "Eligibility Policy" to reflect its broader scope beyond transgender issues. • Adoption of the term "open" for categories previously labelled as "men's," with clarification that "open" refers to eligibility rather than tournament names. • Maintaining biological sex in the women's category as the basis for eligibility in TTE Regulated Events nationally, to protect fairness. • Inclusion of non-binary individuals with recognition of biological sex for eligibility purposes. • Ongoing consultation and legal review to ensure compliance with Supreme Court rulings and inclusivity goals. • Recognition that the policy was a living document subject to regular review as legislation and guidance evolve, but yearly, as a minimum. 	<p>Decision: Board approved the Eligibility Policy, subject to consultation on naming conventions</p>		

FINAL Board Meeting Minutes 12 November 2025



		The board approved the policy subject to consultation on naming conventions and agreed on the importance of clear communication to members about these changes.			
20	25/08/05	<p>Risk Register and Management Deep Dive</p> <p>The Board reviewed the red or rising risks. Ongoing workforce risks were acknowledged, particularly related to abuse directed at staff.</p>			
21	25/11/06	<p>AGM Arrangements – date and direction of travel</p> <p>The board received the paper and proposal to hold the AGM fully online to cover statutory requirements on Wednesday 8 July. The annual report to be presented at a separate in-person event to enhance member engagement and transparency. Board agreed the direction of travel and a proposal would be taken to G&R Committee and would then be shared at National Council in January 2026.</p>	<p>Decision:</p> <p>Board approved the direction of travel for the proposal to go to G&R Committee and on to the NC</p>		
22	25/11/07	<p>TTE Committee Structure</p> <p>A review of committee principles was underway, with input from Committee Chairs and the Senior Leadership Team. Committees were asked to complete performance self-evaluations, and a template would be provided to standardise reporting for the annual report. Board noted the revised timelines within the paper. The Governance & Risk Committee would be the Committee that would review and track progress of the Board Evaluation Action Plan.</p> <p>CB was keen that the Nominations Committee has regular meetings and Directors were invited to offer their names to be part of that Committee. The current system for alternating those Directors who support Board recruitment interview panels, would continue.</p>	<p>Action:</p> <p>Template to be produced and shared</p>	JKB	

FINAL Board Meeting Minutes 12 November 2025



23	25/11/08 & 25/11/08a 25/11/09 25/11/10 25/11/11 25/11/12 25/11/13 25/11/14	<p>Policies for Review and Approval</p> <p>It was agreed that the following policies would be reviewed by all Directors with comments/approvals to be provided to JKB by 24 November 2025. JKB/LO would then review and make amends, if required with Board sign off online:</p> <ul style="list-style-type: none"> • Conflicts of Interest Policy • H Coaching Regulations • C County Administration • D Disciplinary Regulations • J Affiliation and Registration <p>The Board noted the Table Tennis England County Handbook.</p>	<p>Action: Comments/approvals to the Policies by 24 November 2025</p>	Directors	By 24 November 2025
24		<p>County Constitutions</p> <p>It was agreed that approval of county constitutions would be delegated to the Article Regulations Committee to streamline processes, with the board retaining oversight of policy decisions.</p>	<p>Decision: Board approve County Constitutions approvals to be delegated to the Article Regulations Committee</p>		
25		<p>Report from Nominations Committee</p> <p>See comment above in item 22. The next meeting of the Nominations Committee will be in early December.</p>			
26		<p>Report from Governance and Risk Committee</p> <p>It was noted that answers to the insurance questions raised at the last National Council had been given. JKB would forward her responses to Board for information.</p>	<p>Action: Insurance response to be provided to Board</p>	JKB	Following meeting
27		<p>Coaching Framework and Membership Proposal</p>			

FINAL Board Meeting Minutes 12 November 2025



		<p>GE outlined the implementation of a comprehensive coach development strategy, including new qualifications, targets for increasing female coaches, and the establishment of accredited talent sites to support systemic talent development.</p> <p>The following was noted:</p> <ul style="list-style-type: none"> • New coaching qualifications and a shift from a transactional license to a value-based membership model for coaches. Aim to double the number of compliant coaches and increase female coach representation. • Plan to accredit 15 talent sites by 2029 and embed the "England DNA" of talent development. • Proposal to go to the Talent & Performance Committee for further review of the coach membership model before returning to Board for approval. <p>Board approved the direction of travel of the proposal.</p>	<p>Decision: Board approved the direction of travel for the revised Coaching Framework</p>		
28		<p>Culture, Values and Behaviours</p> <p>Board received a presentation on the outcome of the values and culture project, consolidating organisational values into three core statements and outlining plans for embedding these values across all activities and communications.</p> <p>The values were 'Play to Win', 'Rally Together', and 'Everyone's Game', each with associated behaviours and broad organisational support. Plans included integrating values into branding, communications, staff clothing, and policy documents, as well as encouraging departments and committees to discuss and apply the values in their work.</p> <p>Success would be tracked through staff surveys, performance reviews, and recognition programmes, with plans to launch the values at the Christmas all-staff day and develop an implementation plan in the new year.</p>	<p>Decision: Board approved the three values and ongoing work</p>		

FINAL Board Meeting Minutes 12 November 2025



		Board approved the three values and ongoing work to embed the project.			
29	25/11/15	<p>AOB</p> <p>[REDACTED]</p> <ul style="list-style-type: none"> • ETTU Gender Committee - Gender Benchmarking <p>SH reported on the ETTU gender benchmarking project which included TTE's position relative to other member organisations. A paper will be shared with the Board.</p> <p>[REDACTED]</p>			
30		Closed Session with NEDs			

The meeting closed at 3 pm

Date of the next meeting was confirmed as 11 February 2026 and would be online.

Decisions
Board approved the Eligibility Policy, subject to consultation on naming conventions
Board approved the direction of travel for the proposal to go to G&R Committee and on to the NC
Board approved County Constitutions approvals to be delegated to the Article Regulations Committee
Board approved the direction of travel for the revised Coaching Framework
Board approved the three values and ongoing work
[REDACTED]