

FINAL Redacted Board Meeting Minutes 11 February 2026



PRESENT

Location: Microsoft Online

Meeting: 10 am – 3 pm

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

Additional Attendees: Jill Parker (President)

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:

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. Reference was made to the three TTE values:- Play to Win, Rally Together and Everyone’s Game which would be embedded into all TTE activities going forward, including the Board meetings. The agenda was structured around the four pledges within the Table Tennis United Strategic Plan.</p>			
2	N/A	<p>Conflict of Interest Declaration</p> <p>No new declarations were given.</p>			

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3	Minutes	<p>Minutes of the meeting held on 12 November</p> <p>The Minutes of the meeting held on 12 November 2025, with tracked changes, were approved.</p>	<p>Decision:</p> <p>The Minutes of 12 November 2025 were approved with tracked changes</p>	SL/SW	Following the meeting
4	Actions & Decisions	The Board noted progress against the Action Log.			
5	26/02/01	<p>Chair Report</p> <ul style="list-style-type: none"> The Board noted the Chair’s report which included a summary from TTE National Council meeting in January including feedback on AGM arrangements and a template for annual reports from Board Committees. The Board supported using AI-generated summaries and actions to speed up communication, particularly with National Council. A short, non-confidential summary of Board meetings will be shared promptly where appropriate. A task and finish group to be set up to look into the competition programme/pathway for Junior and Cadet girls 	<p>Action:</p> <p>Task and finish group to be set up for competition programme/pathway for Junior and Cade girls</p>	RV	Q2
6	26/02/02	<p>Chief Executive Report</p> <ul style="list-style-type: none"> Board noted the CEO’s report which included an update on the KPIs that would be used for reporting purposes. SL’s visit to China with No.10 had been very successful – funded by UK Sport. It was noted that SL was working really hard on the World Championships and so are many members of staff. 			

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7		<p>TTIE Board Update</p> <ul style="list-style-type: none"> Richard Scruton had been unable to join the meeting and would be asked to provide an update at the Board call on 22 April. SL updated on the work towards the World Championships, including broadcasting discussions, trade stand arrangements and commercial opportunities. The Board requested information on the financials, staff impact, sponsor arrangements and Board accreditation and attendance expectations. 	<p>Action: RS to be invited to attend the online TTE Board call on 22 April 2026</p>	SW	Following the meeting
Pledge 4 - A high performing organisation, that is not just fit for today but is fit for the future					
8	26/02/03	<p>Report from Finance Directorate</p> <p>The Board discussed the received and noted the Q3 Report and a detailed discussion took place on the proposed 2026-27 budget:</p> <ul style="list-style-type: none"> A forecast small deficit position remains under current assumptions for the financial year 2025/6. Costs will be managed accordingly to minimise deficit. Budgeting assumptions had been agreed at November Board and were the basis of the initial budget. This had been reviewed at the Finance & Audit Committee. Initial budget shows a deficit once again which was agreed to be not acceptable. Most funding (Sport England, UK Sport) is ring-fenced, limiting flexibility. Membership income is the primary discretionary lever available to the Board. Strong concern was expressed about: <ul style="list-style-type: none"> Sustainability of reserves if deficits continue. Capacity pressure on staff during a peak year (World Championships + system changes). 	<p>Action: Refine 2026-28 budget options and membership scenarios</p>	Finance Committee	Following the meeting

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		<ul style="list-style-type: none"> ○ Impact on performance pathways if funding is reduced - Performance pathway remains a protected priority. <p>Membership fees for the coming season were discussed and the following was noted:</p> <ul style="list-style-type: none"> • The Board acknowledged a previous commitment to limit increases. • There is nervousness about breaching trust, but recognition that additional income is required. • Alternative approaches discussed: <ul style="list-style-type: none"> ○ Targeted changes to membership categories (rather than a flat increase). ○ Reviewing Compete Plus, Premier Club and other value-based categories. ○ Growing income through increasing the membership numbers, as opposed to increasing fees. • No final budget decision was taken. The Board agreed additional work should be progressed to: <ul style="list-style-type: none"> ○ Refine membership options and value proposition. ○ Consult with National Council ○ Balance short-term deficit management with long-term sustainability ○ Return with refined recommendations 	<p>Action: Develop clearer membership value proposition for future</p>	CEO/SLT	As soon as practically possible
9		<p>Report from Finance & Audit Committee</p> <p>There was nothing further to add, following the detailed budget discussions.</p>			
10		<p>Report from Operations Directorate</p> <p>Code of Conduct</p>	<p>Decision:</p>		

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		<ul style="list-style-type: none"> • Amendments to the Safe TT Code of Conduct were approved. • Board agreed that the term “workforce” should be used, which covers staff and volunteers. <p>Disciplinary Regulations</p> <ul style="list-style-type: none"> • Required wording, linked to Olympic participation had been added to the Regulations. Revised Regulations were approved. <p>AGM Timetable</p> <ul style="list-style-type: none"> • Statutory timelines for resolutions and notices were approved. <p>Committee Terms of Reference</p> <ul style="list-style-type: none"> • As part of the general review of Board effectiveness the ToR for all committees were being reviewed. • Nominations Committee and Honours Committee ToRs were approved by the Board. • Other committee ToRs (including Articles and Regulations and Governance Committee) deferred pending discussion at the forthcoming Committee Chairs’ meeting. <p>Other policies</p> <ul style="list-style-type: none"> • Discussion on Gender Eligibility and the Conflicts of Interest Policy were deferred to a one topic meeting to ensure sufficient time was dedicated to these important topics. 	<p>Revised SafeTT Code of Conduct approved</p> <p>Decision: Disciplinary Regulations approved with additional Olympic participation wording</p> <p>Decision: AGM Timetable approved</p> <p>Decision: Nominations Committee and Honours Committee ToRs approved</p> <p>Action: Committee Chairs to review their ToR and complete annual report. G&R Committee to ensure all ToRs are aligned</p>	<p>Committee Chairs and G&R Committee</p>	
11		<p>Report from Governance Committee</p> <ul style="list-style-type: none"> • Board noted the draft Minutes of the Committee. 			

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12		<p>Report from Nominations Committee</p> <ul style="list-style-type: none"> Board noted the minutes of the recent Nominations Committee Meetings. 			
13		<p>Risk Register – High and rising risks</p> <ul style="list-style-type: none"> The board noted the risk register and in particular the red and rising risks and mitigations. 			
Pledge 1 - Table tennis will be a thriving community - a sport for everyone with no barriers to taking part					
14		<p>Report from the Development Directorate</p> <p>Board received a verbal update on the work of the Development Directorate, which included:</p> <ul style="list-style-type: none"> Staffing changes within the Directorate Short term priorities: TT Kidz, Ping for Health and Centenary Clubs programmes being readied, using Worlds as a catalyst; delivery of Worlds commitments around social impact plan and fan zones; clarify directorate structure Medium term priorities: review CTPs and Local Organising Groups from 25-26 and map plan for 26-27; support capacity issues with student placements; Programmes launch/re-launch – TT Kidz, Ping Hubs, Ping – scale up with suitable tech solutions. Long term priorities: Clubs strategy; Programmes scaled up; Implement new partnership framework. 			
15		<p>Report from the Competitions Committee</p> <ul style="list-style-type: none"> Board noted the Minutes of the Competitions Committee. 			

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16		Report from the Development Committee <ul style="list-style-type: none"> Board noted the Draft Minutes of the Development Committee. 			
Pledge 2 – Culture change across the pathway that inspires World Class performance and medal success					
17		Report from the Performance Directorate <ul style="list-style-type: none"> Preparations of the team for the World Championships were progressing well. A potential bid to host the European Youth Championships (2028) was outlined, with a projected surplus. ITTF had asked TTE to host Hopes Week in October 2026, following a successful event in 2025. 	Action: European Youth Championships Bid Paper to be circulated to Board	GE	Following the meeting
18		Report from the Talent & Performance Committee <ul style="list-style-type: none"> Board noted the recent Minutes of the Committee. 			
Pledge 3 - Connection across the table tennis community					
19		Report from the Engagement Directorate <ul style="list-style-type: none"> Board received updates on the digital transformation projects, including the onboarding journey, rankings module, user testing for the new membership database and promotional activities for the World Championships and other events. 			
20		AOB <ul style="list-style-type: none"> REDACTED. Policy approvals were deferred due to time constraints. 			

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		<ul style="list-style-type: none"> A further meeting with committee chairs was planned to continue outstanding discussions. REDACTED. 			
21		<p>Board Closed Session</p> <p>REDACTED</p> <p>REDACTED</p> <p>REDACTED</p>			
22		<p>Closed Session with NEDs</p> <p>A closed session with NEDs only was held for review.</p>			

The meeting closed at 3 pm

Date of the next meeting was confirmed as 4 June 2026 at the TTE Offices.

Decisions
The Minutes of 12 November 2025 were approved with tracked changes
Revised SafeTT Code of Conduct approved
Disciplinary Regulations approved with additional Olympic participation wording
AGM Timetable approved
Nominations Committee and Honours Committee ToRs approved