

FINAL Board Meeting Minutes 4 June 2026

PRESENT

Location: Table Tennis England Boardroom, NBC, Bradwell Road, Milton Keynes MK8 9LA

Meeting: 9 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), Jos Kelly (JK), Liam McTiernan (LM), Leanne O’Leary (LO) Ritchie Venner (RV), Anna Whowell (AW)*

**Via MS Teams*

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

Invited Attendees: Jen Browning (UK Sport), Richard Scruton (RS) TTIE Ltd Board Chair

Minutes: Sue Wressell (SW)

Apologies:

Agenda Item	Paper No	Discussion	Decision/ Action	Who	When
1	N/A	Welcome CB welcomed everyone to the meeting and ran through the agenda, which was structured around the four strategic pledges. Particular focus for the meeting would be on governance, finance and organisational effectiveness. The Chair asked everyone to reflect on and ‘capture the spirit’ of the TTE values and the session held the previous day: • Play to Win – striving for excellence and informed decision-making • Rally Together – improving collaboration between Board, SLT and committees • Everyone’s Game – ensuring a safe, inclusive and respectful environment			

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		The passing of Jose Ransome and her significant contribution to Table Tennis was acknowledged by the Board. The Funeral date was noted and RV confirmed his attendance on behalf of the organisation. A fund for women and girls' development had been established in Josie's memory, with Board members encouraged to contribute personally.			
2	N/A	Conflict of Interest Declaration [REDACTED] declared [REDACTED] opened a complaint about the Tournament Approval Panel (TAP).			
3	Minutes	Minutes of the meeting held on 11 February The Minutes of the meeting held on 11 February 2026, with tracked changes, were approved.	Decision: The Minutes of 11 February 2026 were approved with tracked changes		
4	Actions & Decisions	The Board noted progress against the Action Log.			
5	26/02/01	Chair Report The Board noted the Chair's report which included key activities since the last Board meeting, a summary from TTE National Council meeting in April and the ITTF AGM, held during the World Championships in London. Strategic Review: - The Chair led a comprehensive discussion on launching a collaborative review of the TT United Strategy to take place during 2026. - The Review would include evidence gathering, diagnosis, design and testing with a launch aimed for late 2026 or early 2027.	Action: Analysis of the current state of play of TTU		

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		- The Board discussed including in the Review all current activities, international ambitions, and structural effectiveness, with particular focus on the relationship between governance and growth, the integration of para table tennis activities, and the need to clarify the organisation's dual focus on community sport and high performance. - Data would be gathered and SLT were tasked to prepare an evidence base and insight report for the August Board session. Unaffiliated activity would be included in the Review. - SL would liaise with SLT over the timelines and confirm whether these would work around current workloads. - Board discussed a dedicated, strategic, session ahead of the Board meeting in August. National Council Engagement: - PB had presented detailed financial information to the National Council meeting in March, which was well received, and the Board committed to ongoing transparent reporting and consultation. AGM Resolutions and responses: - The Board systematically addressed six AGM Resolutions, agreeing on draft responses and further actions. - SL and RV were tasked to define the scope and process for an independent review of the Senior National Championships, ensuring sufficient oversight and addressing concerns about effectiveness and independence.	Strategy and SL to discuss timelines and data gathering with SLT Action: Unaffiliated activity to be included in the review Action: Athlete support fund to be included in Strategy Review Action: Strategy afternoon ahead of Board to be decided, following SLT meeting re Review	SL/SLT SL/CB SL/RV	June/July 2026 August 2026 ASAP [meeting held on 16 June]
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		- The Board debated the evolving definition of 'good standing', the complexities of the relationship with the VETTS society, and the need for a mutually acceptable memorandum of understanding, with CB, SL and Susie Venner to continue negotiations. - The Board discussed the creation of a hardship or support fund for junior players, considering alternative terminology and the potential for philanthropic funding, with GE assigned to contribute to the response and the issue to be included in the strategic review. - The Governance and Risk Committee to review Resolutions received for future AGMs and appropriate responses ahead of Board consideration. [Subsequent to the meeting, the Board approved the AGM Notice, by email, with amends by CB to include allowance of questions ahead of the meeting.]	Action: G&R to review future Resolutions and provide response for Board consideration	G&R	2027 and onwards
6	26/02/02	Chief Executive Report SL provided a verbal update to the Board which included: - The successful delivery of the World Team TT Championships 2026 and the reporting that will take place. - The legacy tables positioned across London and the social impact report on the Worlds. - The visit to 10 Downing Street, during the Championships, as part of the soft power strategy, including China/Japan visit earlier in the year and contacts developed within Government (DCMS). - Team China day at Loughborough University (London Campus). - Significant operational delivery pressures and high workload across teams.			

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7		TTIE Board Update Richard Scruton provided a debrief of the WTTTC2026 event and the formal reporting that would be taking place. His debrief included: • Event Delivery and venue selection • Operational challenges and solutions • Financial performance and ticket sales • Legacy, social impact and partnerships • Safeguarding and volunteer contributions			
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Pledge 4 - A high performing organisation, that is not just fit for today but is fit for the future

8		Report from Finance Directorate • The Board reviewed the 2025-26 year-end financial position and debated the treatment of long-term debt. The Finance and Audit Committee would review long-term debt policy. • The Directors Report and Financial Statements for 2025-26 were approved (subject to a final adjustment as above). • The Financial Audit outcome was positive, with no significant concerns. The Board noted the Audit Findings and received the Going Concern assumptions. • The Letter of Representation (LOR) was approved.	Action: Adjustment of long-term debt to be included in the Accounts & considered by F&A Committee Decision: Audited Financial Accounts approved with amends Decision Board approved the LOR	SG/F&A Comm	ASAP
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9		Budget 2026/2027 A detailed discussion took place regarding the budget proposal which incorporated savings identified to mitigate inflationary cost increases, increased income from UK Sport and Sport England funding and a proposal for membership fees for 2026-27. • Board debated the consultation and feedback from National Council. • Board approved an increase to membership fees, balancing financial pressures with commitments to the National Council. • Board agreed to review value of TTE membership and revisit the fee structure in the following year. • Board agreed to review the value and cost-effectiveness of the current personal accident insurance policy provided to members. • Board approved the 2026-27 budget.	Decision: 2026/27 Budget approved with membership fees		
10		Report from Operations Directorate • The Safeguarding Annual Update was noted. Safeguarding cases were managed appropriately with an increased focus on low-level concern logging. • The Board approved SafeTT Policy updates which were improvements based on best practice. • Committee Annual Reports were noted and outstanding reports to be finalised. • The Annual Governance Statement was approved by the Board.	Decision: SafeTT Policy updates approved Decision:		

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		- UKAD compliance was confirmed. There had been no anti-doping rules violations. - A new policy approvals flow process was confirmed to ensure a feedback loop for the relevant committees to receive and review any comments from Board. - The Conflicts of Interest Policy had been shared with the National Council for comment and Board would review it later in the year. - Gender Eligibility – the Board approved the updated Gender Eligibility Policy and statement, noting working group feedback, and planning for implementation and future reviews. - Board was updated on ongoing recruitment for a new Appointed Director with HR and culture change management experience, with interviews scheduled and a recommendation from the Nominations Committee to follow.	Annual Governance Statement approved		
			Decision: The Gender Eligibility Policy approved		
13		Risk Register – High and rising risks The board noted the risk register and in particular the highest red risk of staff morale and organisational culture which was discussed further during the Board only session.			
Pledge 1 - Table tennis will be a thriving community - a sport for everyone with no barriers to taking part					
14		Report from the Development Directorate Board received a verbal update on the work of the Development Directorate, which included:			

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		- Staffing changes, programme delivery, strategic partnerships, and ongoing evaluation of initiatives such as TT Kids and Ping for Health. - Work with Loughborough University was ongoing, including the social impact assessment for WTTTC2026. A student placement from Loughborough would begin on 1 August 2026, at no cost to the TTE. This role would support programmes and partnerships. - There was renewed funding for the new PE and School Sports Partnership Network from the Government after a period of 8-10 years. This would be beneficial when refocussing on programmes like TT Kids. There were also ongoing efforts to secure additional research grants and strategic partnerships for future programme expansion. - The Development Committee would consider the formal governance structure and reporting arrangements for the Schools Committee and other tier 2 committees.	Action: Consideration to be given to reporting arrangements for Schools Committee and other tier 2 committees	SL/SH/ChB	Q2/3
15		Report from the Competitions Committee Board noted the Minutes of the Competitions Committee.			
16		Report from the Development Committee Board noted the 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 There had been strong progress across the performance pathway with improved rankings and youth development progressing well.	Action: Full coaching membership framework and fees to	GE	Ahead of Launch

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		- Board was presented with updates on the coach membership proposition, including new pricing tiers, the launch of a coach development framework, and a partnership to provide AI-driven coach feedback. Board approved a fee of £45 for the new coaching licence. - Board agreed that coach membership changes should be communicated to the National Council ahead of the launch.	be circulated to NC ahead of launch Action: GE to attend next NC meeting to provide a presentation on the Framework Decision: Board approved a fee of £45 for the new coaching licence.	GE	27 June 2026
18		Report from the Talent & Performance Committee The Minutes for the Committee were not yet available.			
Pledge 3 - Connection across the table tennis community					
19		Report from the Engagement Directorate Board was provided with a comprehensive update on the digital transformation project, detailing the launch timeline for the new membership platform, user testing, communications, and future development plans. The following was noted: - New platform launch (July–August) - Features will include: Membership management, competition entry and community engagement tools. Further enhancements were planned for later in the year. - Emphasis was given on a strong communications plan and clear support for members during transition.			

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		Board agreed that the new platform changes should be communicated to the National Council ahead of the launch.	Action: JR to attend next NC meeting to provide a demo of the new membership platform	JR	27 June 2026
20		Board Only Discussion A significant and candid discussion took place regarding Board culture. - Staff morale remains a high organisational risk on the TTE Risk Register. - SLT feedback indicated: - Some staff feel under pressure and scrutiny - Some Board communication perceived as overly critical - Some Board members also felt that the moral of the Board was low as well as the morale of the membership in general - Board acknowledged: - Need for more constructive and respectful challenge - Importance of improving relationships and trust - Change is required and Board must lead improvements in culture and behaviours.			
20		AOB Due to time constraints, the AOB items were deferred to the Board call on 22 July 2026			

The meeting closed at 3 pm

The next Board Call was confirmed as 22 July and the next full Board meeting was confirmed as 19 August 2026.

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Decisions
The Minutes of 11 February 2026 were approved with tracked changes
TTE AGM Resolution responses approved with amends
AGM Notice approved (following meeting online)
Finance Report and Accounts for 2025/2026 approved with amends re long-term debt
Letter of Representation Approved
Budget approved with membership fees
SafeTT Policy minor amends approved
The Gender Eligibility Policy approved
Coaching fee to be £45