

National Council Minutes 19th June 2021



PRESENT

10:00am

Estyn Williams (Chair – Warwickshire)

National Councillors: David L Hockney (Avon), Peter Charters (Berkshire), Alex Murdoch (Bedfordshire) Susan Hayes (Buckinghamshire), Mike Atkinson (Buckinghamshire), Brian Freer (Cambridgeshire) Karen Tonge MBE (Cheshire), Alan E Ransome OBE (Cleveland), John Cowell (Derbyshire), Reinhard Lindner (Dorset) Phil Ashleigh (Essex), Dave Adamson (Gloucester), Harmesh Jutle (Herefordshire), David Edwards (Hertfordshire) Tim Giles (Isle of Wight) Jim Bolton (Lancashire) Tony Dias (12.45pm arrival) (Middlesex) Ivor Jones (Northampton), Malcolm Allsop (Nottingham), Gareth Pearson (Northumberland), Neil Hurford (Oxfordshire), Chris Dangerfield (Shropshire) Jos Kelly (Somerset) Margot Fraser (Surrey), James Skinner (Sussex), Martin Clark (Worcestershire), Richard B Hudson (Yorkshire)

Deputy National Councillors:

Mike Holt (Leicestershire)

Other:

Jill Parker MBE (President), Mike Smith (British Universities and Colleges Sports (BUCS), Kim Mudge (SE Regional Committee Chair), Martin Clayton (West Midlands Regional Chair)

Board Members: Sandra Deaton (SD), Sara Sutcliffe MBE (SS) Susie Venner (SV), Ritchie Venner (RV), Don Parker (DP) Simon Griew (SG) Emma Vickers (EV) Priya Samuel (PS) Ray James (RJ)

Staff: Jo Keay-Blyth (JKB) Greg Yarnall (GY) Simon Mills (SM) Matthew Stanforth (MS)

Minutes : Victoria Wiegleb (VW)

Apologies / Non-Attendance: National Councillors & Deputy National Councillors:

Diana Jermyn (Cornwall), Mike Starkie (Derbyshire), Ken MacLeod (Hampshire), Neil Le Milliere (Kent) Martin Ireland (Lancashire), Shirley Pickering (Leicestershire), George Tyler (Lincolnshire), James Kenny (South Yorkshire), Malcolm MacFarlane (Warwickshire), Charles Noel Sewell (Wiltshire)

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Agenda Item	Paper No	Discussion	Decision/Action	Who	When
1	N/A	<p>Chairman Opening Remarks, Update & Welcome EW (Chair) welcomed everyone to the meeting, and thanked JKB / VW and all the staff who helped to get today's meeting arranged.</p> <p>The 4 newly Elected & Appointed Directors were introduced to National Council by SD (TTE Chair).</p> <p>Provisional meeting dates for 2022 are now on the website, and the plan is to go ahead with hybrid meetings.</p> <p>Terms of Office for National Councillors are due for renewal by 20th June – EW (Chair) stressed the need for this to be done ASAP.</p> <p>Nominations for National Council Chair are invited after the AGM – EW (Chair) declared he would be a candidate.</p> <p>Obituaries Those we have lost since National Council last met were recognised and remembered:</p> <p>Fred Lockwood Eileen Allison Pam Richmond (Cleveland) & Tony Lillicrapp (Leicester) were also remembered.</p> <p>Minutes from last meeting The minutes from 24th April 2021 were put to National Council to approve – a poll was launched and 97% of the members approved the minutes. These were taken as a true and accurate record of the meeting.</p>	<p>Decision: National Council approved the minutes of 24th April with 97%</p>		

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		<p>Matters Arising</p> <p>CD (Shropshire) discussed communications for the AGM. CD (Shropshire) advised he had spoken with SV (Board) and that there had been a misunderstanding as to the action from the last National Council meeting. SV (Board) explained that she had been monitoring the situation to ensure balanced communications.</p> <p>CD (Shropshire) raised concerns over the lack of forums, open letters and a balanced view being given to the membership. CD also stated that he wanted National Council to be a forum for detailed debate on the AGM propositions. EW(Chair) invited CD (Shropshire) to submit a paper for a future meeting should he wish.</p> <p>NH (Oxford) advised that a new project has started on “transparency and accountability” within MAG. One area that is being addressed in this project is the mechanisms of encouraging and promoting views amongst members. CD (Shropshire) was invited to contact NH (Oxford) and discuss further.</p> <p>SD (TTE Chair) asked SS (CEO) to provide an update to National Council on the website which was welcomed. The “Shop Window” for the sport on the website is important, but we do need a closed forum for members only which isn’t available on the outward facing part of the website. This is under consideration. SS also confirmed another “Ask Us Anything” event shortly after the AGM</p> <p>AR (Cleveland) stated that he wanted to ensure sufficient opportunity for discussion with regards to motions / resolutions at the AGM. This would be covered by standing orders.</p>			
2		<p>Return to Play</p> <p>Greg Yarnall (Staff) provided a presentation to National Council. The most recent guidance is that Return to Play is proposed to restart in full on 19th July. This is dictated by Government guidance.</p> <p>NH (Oxford) advised that the entries for county championships are now in, and have held up very well. There is now an extra division so the signs are positive. NH (Oxford) welcomed counties to sign up and contact Dave Goulden.</p>			

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		<p>GP (Northumberland) on the chat asked what support is provided if a club is having problems accessing a venue? GY advised of his email address (greg.yarnall@tabletennisengland.co.uk) and that National Council can feel free to contact him directly and / or the Development Team. 01908 208860.</p> <p>CD (Shropshire) asked if GY could elaborate more on the opportunities of bringing in new members and the number of people buying table tennis tables at home. GY agreed that this is a market and that social media has helped in this area. Suppliers of the tables could help to signpost customers to the NGB. GY welcomed CD (Shropshire) and he discuss further.</p>	Action: GY / CD (Shropshire) to discuss	GY	Ongoing
3		<p>Competition Review</p> <p>Neil Rogers (Staff) provided a pre-recorded narrative & presentation to National Council (provided with the minutes and on the website).</p>			
4		<p>Centenary Celebrations</p> <p>SS (CEO) advised that at the September National Council meeting there will be a presentation by Steve Joel, Project Manager with an update / progress report on the centenary celebrations which are progressing.</p>			
5		<p>Performance</p> <p>EW (Chair) recapped the situation and welcomed AR (Cleveland), CH (Kent), NH (Oxford), MS (Staff), PC (Berkshire) & SD (Chairman) to speak.</p> <p>a. Paper from Alan Ransome</p> <p>AR (Cleveland) raised his concerns over the poor results of Juniors in International Competitions and he felt that the current policies and procedures are not working. Three main areas of concern were raised by AR (Cleveland):</p> <p>a) Funding –participation has relied heavily on parents’ contributions and some found this very hard with up to £10,000 being required. More investment is needed and AR (Cleveland) has calculated approx. £250k+ is required. The Board have already started to address this and AR (Cleveland) thanked them for this.</p>			

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		<p>b) How We Operate – AR (Cleveland) felt there wasn't enough focus on the top young players and that squads need to be made up accordingly of 4-6 boys and girls in each age group and money is available for 40 days national training, funded by the Association.</p> <p>c) Coach – AR (Cleveland) felt that for a coach to do a good job then there needs to be a single coach in charge of each squad and they run all the training for 40 days a year. This is available in some degree but AR (Cleveland) acknowledged that this is happening but not enough in his view. An Under 12 programme was also suggested.</p> <p>Decision making in AR (Cleveland) said he was pleased to see Don Parker, Emma Vickers and Ritchie Venner are now on the board with performance table tennis backgrounds.</p> <p>PC (Berkshire) agreed with AR (Cleveland).</p> <p>b. AGM propositions concerning Performance</p> <p>PC (Berkshire) advised of his views regarding the AGM and propositions and how targets (KPIs) should be set for the Performance Team. Having looked at the performance pathway Mission 2025 PC(Berkshire) said that the mission states we aim to have Juniors & Cadets in the Top 20 consistently – this has not happened and PC (Berkshire) felt a change in direction is required.</p> <p>As NLM (Kent) has submitted a related proposition to the AGM, CH (Kent) was invited to speak in NLM's absence. He responded that PC (Berkshire) and AR (Cleveland) have already answered most of the questions / raised similar concerns.</p> <p>NH (Oxfordshire & MAG Chair) advised that Performance has also been a hotly debated topic. MAG has conducted a positive project with the performance team. The Board has now established a performance subcommittee and progress being made against identifiable areas.</p> <p>SD (TTE Chair) agreed that the desire and need for performance to be highly ranked, is the aim. Totally mirroring the strategies from other years however is not what is needed. Many reports over the last 40 years have shown disappointing results. The most successful eras for Juniors and Cadets were when the extra resource was available and SD (TTE Chair) agreed with AR (Cleveland) on this. However, this money was received externally by the World Class Performance Programme. In 2012 for Liam Pitchford,</p>			
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	<p>there was £3-£4m coming into performance in the Sheffield area, for those living nearby they could access this on a daily basis, which was almost deemed as unfair to those not in the area. SD (TTE Chair) advised that what we need to do is work in the smartest way we can, with the money we have. Putting these resources into influencing and broadening the base, and instilling the mindset into Juniors to go on to become Senior players. SD (TTE Chair) expressed the need to look forward.</p> <p>SS (CEO) echoed SD (TTE Chair) comments and explained further about funding; the GB TT Committee and the SLA with England. Simon Mills (Staff) has worked on the investment bid and achieved the funding for this cycle. He is moving predominantly into the GB role to work on the implementation of that plan. Alan Cooke (Staff) is moving to 50/50 Head Coach Role with England and GB, and another Coach will be recruited, along with an administrator. Matt Stanforth is promoted to Head of England Performance and Team Leader role for Birmingham 2022 Commonwealth Games.</p> <p>SS (CEO) welcomed MS (Staff) to talk to National Council. MS thanked AR (Cleveland) his paper, and the points raised show we all want the same thing. Performance over the last 7-8 years has shown teams in the top 10, semi and quarter finals. In 2017 the 913 (now Aspire) group was set up to try and fill that gap that was pointed out for future talent. In general terms juniors coming through were not showing the behaviours and commitment needed to succeed at the highest level. We are now seeing some of the younger group start to break through.</p> <p>MS advised there will be up to 10 weekend training camps and 4 international training camps (dependant on Covid). The costs of covid (testing, PPE etc) have impacted the budget too. There are Performance Coaches now based at Nottingham University. We have more time now and more players coming into Nottingham to work with them.</p> <p>MC (Worcestershire) was pleased to see MS (Staff) plan, but he read AR (Cleveland) report which caused him to look into the costs from before. There were costs supported by the Lottery funding, however since then, this funding (£270k per annum) was superseded by a programme of development. In the next 10-year period the association spent c £300k per annum, however in 2014 we spent £124k – limitations put on us through Sport England were understood however he felt it was imperative that future budgets encompass this level of spending of yesteryear.</p> <p>AM (Bedfordshire) advised his county support PC (Berkshire) proposal.</p>			
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7	<p>AGM motions</p> <p>In EW (Chair) preliminary letter about today's meeting, he asked for anyone who wished to speak to notify him – PC (Berkshire) did so, and EW (Chair) welcomed him to speak although said that this meeting would not have a lengthy debate as that opportunity would come at the AGM.</p> <p>Member involvement (Peter Charters)</p> <p>PC (Berkshire) advised of his 6 proposals to the AGM. He proposes that the Board should have 4 Elected Directors not 3 as currently and that this would be acceptable to the Code. PC noted that the new appointments were positive but he wanted even more table tennis people on the Board. PC does not agree with the 'skills' argument as the table tennis experience is more important. Further discussions took place on this with regards to current Board Members skills set, the new additions to the Board and the knowledge those Board members have for our sport.</p> <p>EW (Chair) asked the Board for clarification on the skills matrix. SG (Board) advised the skills matrix has evolved over time and has recently been reviewed. There are 23 items set out some generally related to sport, some to table tennis specifically and some more broader business skills. It is not about ensuring all 23 skills are covered, but it is important to have a mix and balance across the Board. The membership does not look at the skills matrix when they chose their candidates for elected posts – however in an application process we have a larger pool to choose from and this enables us to fill "gaps" in the skills set and address diversity too. Further discussions took place on the ratio of Board members 7:3 / 6:4 and how the Board members do their best for the organisation. SG (Board) advised the Board felt the move from 3 to 4 Elected Directors was not appropriate. This is in no way a reflection of the value of Elected Directors but it is about ensuring a balanced skills-based Board as the Code requires.</p> <p>SD (Chairman) echoed SG (Board) comments and added that the skill sets are a priority and that the perception that we do not have Table Tennis experience on the Board is totally wrong. Some people just do not know the Board members and their involvement in the sport. Not many members want to undertake an election but might consider an appointment process. One member applicant who was standing withdrew his application as he was told there is no point as "no one knew him". This mentality</p>			
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	<p>is not right. This person could have brought skills to the Board. Elections do not take into account the balance needed; it can just be how well known a person is.</p> <p>SV (Board) advised that she has been exposed to all sides on this discussion and was open and transparent and was supporting PC (Berkshire). The skills matrix question as we have it, was recently revised by SS (CEO) and approved by the Board. In answer to EW (Chair) question about list of skills SS (CEO) devised a matrix which shows basic core skills for those on the Board, which is expected on all Boards, (Finance, Governance etc), then a set of additional professional skills (e.g. marketing, fundraising, digital etc) and then a broad array of Table Tennis experience. The individual Board members mark themselves relating to experience and from this total, the Board can identify any specific gaps. It isn't a specific or scientific list, but the requirement is that we have a broad-based Board. This measures that.</p> <p>CD (Shropshire) had a broader point and disagreed with EW (Chair) that National Council is not the right time and place to go through these AGM propositions in full detail, and he felt that by the AGM it is too late to discuss.</p> <p>CD (Shropshire) discussed SD (TTE Chair) earlier point about the candidate who decided not to stand in in the election because he wasn't well known. CD felt it is incumbent upon someone who wishes to go straight into an Elected Role to spend some time on MAG / National Council so they do get notability – do your time and make your case that you are appropriate to be elected.</p> <p>CD (Shropshire) also mentioned the skills set and how he felt this was used as an excuse and the membership will see straight through this. He will recommend the proposal for 4 Elected Directors to his county.</p> <p>EW (Chair) commented that PC (Berkshire) might wish to remove his proposition about Directors being elected for a full 4 years, when they are elected because of a vacancy as the proposition is identical in intent to a Board proposition, just worded slightly differently. PC (Berkshire) advised he put his motion in first. EW (Chair) asked PC (Berkshire) to look at the Board motion and see what he thinks to the wording, however PC (Berkshire) advised he has done so, and until it is worded to his satisfaction, he will not withdraw it.</p>			
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		<p>SV (Board) answered a question from EW (Chair) about whether SG (Board) should now be classified as 'Independent' under the Board's revised criteria. SV acknowledged that under the new criteria SG could be 'independent' but it was felt that as SG (Board) had started in his role as an appointed director from the membership, he will complete it as such (one more year).</p> <p>With regards to the other PC (Berkshire) propositions, SV (Board) confirmed that appointed directors will apply through an open and transparent process for reappointment for second terms. This policy, which goes beyond the Code requirements, has been agreed by the Board but it was not necessary to include it in the articles. Also already mentioned by EW, the Board has a proposition about Elected Directors being elected for full 4-year terms, not filling vacancies for shorter terms. Finally, the title of the Elected Deputy Chairman Directors in the articles diluted the position and caused confusion so the Board propose that the Elected Directors are asked to nominate one of them to be Deputy Chairman. There are small but subtle differences between PC (Berkshire) and the Board's propositions.</p> <p>EW (Chair) welcomed PC (Berkshire) the chance to respond.</p> <p>PC (Berkshire) disputed SD (TTE Chair) comment about it being luck who is elected to a Board. He felt that it is now a question of are you on a board for table tennis, or just to make executive decisions – the sport of table tennis should be their priority.</p> <p>Other AGM motions</p> <p>EW (Chair) welcomed anyone the opportunity to raise an issue with any of the motions.</p> <p>CD (Shropshire) asked to speak on Proposition 1 and how this is about fairness. This should be debated this at county and league committees and that the members voices should be heard.</p> <p>CD (Shropshire) also mentioned proposition 21 and that he feels this is likely to go through – if it passes, the Board has agreed it come into force from the AGM. It is another form of transparency for the sport. CD (Shropshire) was staggered that no one from National Council has contacted him directly to discuss / ask questions on his motion. EW (Chair) confirmed that his County discussed this, and that there was total unanimity for this motion.</p>			
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		<p>MC (Worcestershire) discussed the fees reduction proposition (Proposition 1) and brought forward the matter of the website announcement discussed last meeting and requested a Board member speaks on this.</p> <p>SS (CEO) responded to MC (Worcestershire) and advised Rules Committee were consulted and that they confirmed that the Board did not need to submit a proposition to keep affiliation fees at the current level (£16). The fee is set by the AGM but the Board does have the authority if it wishes to make offers such as the 15 month offer currently or for example an 'early bird' discount.</p> <p>DH (Avon) could not believe that the proposition put forward by CD (Shropshire) as it would be so damaging and he encouraged CD (Shropshire) to withdraw this proposition. CD (Shropshire) confirmed does not have a preference on how Proposition 1 goes, it is about fairness and that the members make a decision and vote based on facts.</p> <p>AR (Cleveland) asked that if the Board is going to address the membership about the propositions before the AGM that there is an equal chance for other proposers to put their case to the membership.</p>			
8		<p>Reports</p> <p>TTE Chair</p> <p>SD (TTE Chair) welcomed questions on her report.</p> <p>MC (Worcestershire) queried if there is any financial expertise on the Board now Doug Livingstone has left and if not, where will this come from? SD (TTE Chair) advised that the Chair of Finance Committee will be Steve Kemish (Board) who has a strong business background including financial management within business. He is not an accountant, but we do have the opportunity to co-opt an accountant into the committee as and when required. Th next round of Board recruitment will again list finance as a key skill sought.</p> <p>NH (Oxfordshire) commented that the National Conference was a fantastic day, and the team GY (staff) and Claire Brockwell were thanked for their hard work. From this, NH (Oxfordshire) found it inspiring to</p>			

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		<p>see what is happening in the sport and what people are doing. It was a very proud moment listening to those people. SD (TTE Chair) thanked NH (Oxfordshire) and advised she and SS (CEO) were very proud too. It also highlighted what we are doing and this is vital and helps counter the criticism that can be thrown at the association.</p> <p>EW (Chair) asked for clarification on the newly appointed committee chairs. SD (Chairman) advised SG (Board) is the Chair of Governance and Risk and SK (Board) will be the Chair of Finance. JKB (staff) confirmed this has been updated on the website.</p> <p>Board report</p> <p>EW (Chair) stated he is very pleased that the Board has decided to publish full Board minutes.</p> <p>SD (TTE Chair) welcomed questions.</p> <p>AR (Cleveland) agreed that it is good that the full minutes are now available, it is more open and transparent. However, he would like consideration of the minutes to be higher on the agenda. EW (Chair) noted this.</p> <p>AR (Cleveland) advised that National Councillors can and should help with Local League Annual Returns. JKB (Staff) noted this and thanked Council for this support.</p> <p>AR (Cleveland) also mentioned facilities supported by Sport England funding and thought that there should be a list within the association.</p> <p>With regards to the GB TT Committee AR (Cleveland) stated that DP (Board) should be the chair as he clearly has the most experience. SD (Chairman) responded that this is an interim position moving from the TT Committee to a standalone British Table Tennis Federation. We are trying to move forward strategically so the BTTF is a constituted body which would be Code compliant. Getting the governance right is important. Once this is achieved, UK Sport may insist on an open and transparent process for the appointment of the chair of this body. The Chair at this time of the committee (not the performance management group) is a person who can move this forward strategically. DP will chair the</p>			
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		<p>TTE Talent and Performance Committee and will attend GB TT Committee meetings to ensure alignment.</p> <p>AR (Cleveland) asked about the Regional Chairs Forum as it has been dormant. SD (Chairman) confirmed that RV (Board) is now taking over as Chair of that group.</p> <p>AR (Cleveland) enquired about the legal advice for the AGM being virtual. SS (CEO) advised that during the course of getting standing orders reviewed legally, the lawyers picked up and informed us about the temporary guidance (CIGA) coming to an end. The articles allow for virtual attendance but not a wholly virtual AGM hence the need to technically host it physically (which the Chair and Deputy Chair will do in Milton Keynes). For pragmatic reasons of uncertainty on Government guidance on restrictions the advice was to strongly encourage virtual attendance. This legal advice supported the Board's in principle decision to hold a virtual AGM.</p> <p>CEOs report and strategic goals document</p> <p>SS (CEO) advised there is nothing further to add to the report but welcomed questions. SS explained that the strategic goals is a new document supporting the desire to be as open and transparent as possible. The front page / summary of the annual operating plan is provided and a further 5 pages sit behind it in more detail. This is reported against to the Board every quarter and updates will be provided to Council too.</p> <p>No further questions on the CEO Report.</p> <p>Other reports (including Select Committees and MAG)</p> <p>Ops & Governance</p> <p>EW (Chair) welcomed questions. No further questions asked.</p> <p>Marketing & Comms</p> <p>EW (Chair) welcomed questions. No further questions asked.</p>			
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	<p>Development & Volunteering</p> <p>EW (Chair) welcomed questions. No further questions asked.</p> <p>Competitions & Events</p> <p>EW (Chair) welcomed questions. No further questions asked.</p> <p>Finance Report</p> <p>MC (Worcestershire) thanked Sam Garey for the report although did think that April/May could be reported against. He raised some queries on the 20/21 final figures:</p> <p>Development - £14k more income budget Overhead expenditure is £52,000 over budget yet £108,000 was received by the furlong scheme? Talent costs of £381,000 of which it is £93,000 over budget</p> <p>SS (CEO) advised that income/expenditure of the last 12 months did not reflect the original budget, the priority was to breakeven (which happened) and Sport England had provided a lot of flexibility in that regard. She would however ask Sam Garey (Staff) to provide a fuller answer. These are attached as an Appendix to these minutes.</p> <p>Performance</p> <p>EW (Chair) welcomed questions. No further questions asked.</p> <p>Other Reports</p> <p>Disability - KT had had to leave the meeting early. However, SS (CEO) advised that GY (Staff) and KT (Cheshire) would be meeting to discuss, a lot of the insight was consistent.</p>	<p>Action: response to MC queries</p>	<p>SS</p>	
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		<p>Constitution - AR (Cleveland) advised the constitution committee has made some very good progress in which 6 meetings have taken place and work will continue.</p> <p>NH (Oxfordshire) drew attention to the MAG Annual Report published this week and thanked all who contributed.</p>			
9		<p>AOB</p> <p>NH (Oxfordshire) spoke about Doug Livingstone’s departure from the Board and how this will be a loss. In particular DL championed the question where this money comes from, and where is it spent and explained this well. NH (Oxfordshire) is confident that those taking over from Doug will continue in that way.</p> <p>DH (Avon) discussed the Standing Orders committee report for the AGM and that June Watts shall be retiring and that a replacement is needed.</p> <p>CD (Shropshire) gave thanks to those Board members who have left and welcomed the new Board directors and was curious to know what the new directors thought of today. EW (Chair) welcomed EV (Board) to speak and EV (Board) was happy to have been appointed and thanked National Council for today. RJ (Board) echoed EV (Board) and found today very informative – to get to see everyone was very useful and found today very detailed. RV (Board) was very impressed with the level of debate and thanked those National Councillors who voted for him. Touching on AR (Cleveland) earlier point RV (Board) advised he is delighted to be chairing the Regional Forums, and RV (Board) shall be arranging his first meeting soon.</p> <p>Date of next meeting 25th Sept 2021. This will be a hybrid meeting with those able to attend in MK welcome subject to governance guidance.</p>			

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Action	Owner	When
Discuss Table Tennis Table purchases and membership links	CD / GY	ASAP
Confirm AGM Attendance	ALL	ASAP
Confirm timeline of annual review questions	SS	Complete
Sam Garey to provide answer to finance queries	SS / SamG	Complete – attached below

APPENDIX

- 1. Development & Volunteering income is £14k better than budget. Where did this come from?*
- 2. More significantly, Overhead expenditure is £52k over budget and this is particularly significant when £108k was received via the Coronavirus Job Retention Scheme. Why was this the case?*
- 3. I have earlier in the meeting made mention of the costs relating to 'Talent' costs at £381,683 which is £93k over budget. How was this substantial sum expended bearing in mind the lack of such opportunities in the past 12 months?"*

When the budget was originally compiled for 20/21 this was done with the aim of a break-even position, as this was the last year of the 17-21 funding cycle. This was done before any knowledge of Covid-19 and various adjustments had been made, which included reducing the staff headcount across various departments including Talent, Development and Back Office.

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Due to the pandemic, it was necessary to adjust the financial forecast on a frequent basis, which was increasingly difficult given all of the uncertainty around restrictions and when play may be able to resume. Sport England also allowed significant flexibility in how its grant was used this year to help NGBs stay solvent which became the priority. It's therefore not appropriate to compare the original budget to actuals as so much had changed over the 12 months.

However, we did see increased income for the TT Kidz program, where we were offering at home packs to keep children active. 20/21 also saw the Premier club affiliation fees reflected against the club expenditure, which is part of Development department. Previously this income was recorded in Operations under affiliation fees.

The Corona Virus Job retention scheme has to be recorded as income, not expenditure, so the amount received of £108k was included in miscellaneous income under core operations. We had originally forecast approximately £12k for governance and legal fees, however we spent circa £42k in 20/21 which are included within the overheads line. There was also a year-end adjustment required for VAT.

Due to the pandemic the Talent forecast was adjusted, so that we could retain the staff posts we previously planned to reduce. Although physical opportunities had been reduced, we were able to provide virtual opportunities instead, which still incurred some costs.