

**ENGLISH LACROSSE ASSOCIATION Ltd.
2016 ANNUAL GENERAL MEETING
2nd October 2016**

Minutes of the Annual General Meeting held on 2nd October 2016 at the Hilton Hotel, Warwick commencing at 12.00pm.

Attendees: 11 (listing at the end of the Minutes)

Proxies: Proxy instructions held from 8 Clubs / Universities (listing at the end of the Minutes).

1. Chairman's Opening Remarks

David Marsden (DM), acting Chair welcomed all to the meeting and expressed his thanks to all the staff and volunteers for their work in an extensive year of activity. Particular mention was made of:

The work of Mark Coups, CEO, over a very challenging year

The contribution that Sue Redfern had made to the Association as Board Chair until May of this year.

Move to the National Squash Centre

Men's national team winning the European Championship

Women's national team winning the series against Australia 2 – 1.

National Lacrosse Committee (NLC) up and running.

2. Minutes of the 2015 AGM held on 28th June 2015

With amendment to Section 5 to read

"British National Championship does not fill the gap in respect of competitive levels" the minutes were approved as being a true and accurate record.

3. Matters Arising

A Chief Medical Officer (CMO) had been appointed (with stipend).

Anti- Doping activities: to be covered by the CMO and the Talent Manager

Youth Committee: a member of NLC had this remit.

Auditor Review: MC and Ron Balls (RB) had reviewed and would be recommending continuation with Beaver & Struthers (B&S).

4. Accounts for the Period Ending 31st March 2016

The Accounts were presented by Neil Edgar and details provided to the AGM are appended.

Ben Jessop (BJ) raised queries on

a) National Squad finances and

b) Reference to Sport England future funding in the B&S letter

MC outlined the timing issues related to national squads, the increased number of international events and time lags in revenue collection.

MC advised of the ongoing dialogue with Sport England related to the next phase of funding. This had commenced in May 2016 with a background of ELA meeting targets over the period of the 2013-17 Whole Sport Plan to put lacrosse in a good position recognizing the probability of reductions in the overall sport landscape.

DM noted that the "irrecoverable VAT was a complex area and that it was now better understood.

5. Annual Report

MC introduced the report commenting on:

The move of the AGM to October
Changes in the organizational structure
Improved results with the Assurance Audit
Pilot body for Sport England “High Performance National Governing Body”
The position related to Development / Coaching Officers and the issue with the UK Visa and Immigration Office.
Strength of the organisation with staff and volunteers working together.

MC responded to questions from the floor covering:

NLC- formed in September 2015 with representation from all men’s and women’s regions. Kate Nelson-Lee leading on moving the Competitive Review forward, with a draft consultative document due to be sent to clubs by the end of October.

The need to develop a more commercial approach to benefit the 2017 Women’s World Cup, the 2018 Men’s World Championship and the longer term. A number of key partnerships were in place noting that some could be changed to achieve greater benefit. Capacity is a restraint on extending the number of partnerships.

Workforce- under continual review to match growth. As participation grows so does the need for Coaches and Officials.

Officiating courses in the London area – Basic courses now on-line, higher level to be reviewed.

RB advised that Rick Summers had, by e-mail, raised 19 questions and MC had prepared response to all these. Rather than go through all it was agreed that the questions and responses would be added to the minutes.

6. Articles of Association

RB provided background to the Articles being agreed in 2012 to replace the Constitution, the changes since that time and the major changes being proposed at this AGM these being:

- Objects and Meetings flexibility
- Board quorum reduced to 3
- Board numbers reduced
- Removal of COO / Hon. Secretary / Hon. Treasurer positions
- AGM quorum reduced to 10
- Co-Presidents to attend at and speak at Board meetings removed.

Revision proposed by Sallie Barker, seconded by Mark Coups and carried without dissent.

7. Bye Laws

RB advised of typos that needed to be changed (related to references to birth certificates, paragraphs 5.1.b and 5.2.b) and commented on the main changes, these being:

- Removal of the Honorary Membership category
- Individual Registration
- Playing qualifications now refer to UK Passports and place of birth in England
- Women’s qualification now includes grandparent descendants (aligns with men)

Sue Redfern has raised three questions, by e-mail, covering:

- What happens to existing Hon. Members – retained
- What replaces this – new scheme intended
- Communication regarding benefits to existing Hon. Members

MC commented that effective communication on this subject had been lacking and that he would address this.

Revision proposed by RB, seconded by Clare Stoot and carried without dissent.

8. Appointment of Auditors for 2016/17

RB and MC recommended the re-appointment of Beever & Struthers, this was agreed by the meeting.

The meeting closed at 13.25 pm with a vote of thanks to the Chair

Chairman

RB/ELA-AGM2016
10/10/2016

Attendance 2nd October 2016

David Marsden	Board Member / Acting Board Chair
Ron Balls	Board Member / Company Secretary
Clare Stoot	Board Member
Mark Coups	Board Member / CEO
Sallie Barker	Board Member
Neil Edgar	EL Finance Manager
John Neal	Incoming Independent Board Chair
Ben Jessup	Hillcroft LC
Maria Peacock	Central London WLC
Peter Rawsthorne	Reading LC / SEMLA / NLC
Denise McGlinchy	EL Administrator

Apologies received from:

Sue Livock	Sue Redfern	Mel Steel
Polly McGivern	Rick Summers	John Sharples

Apologies and proxies held for:

Durham Univ.	Newcastle Univ.	Brooklands LC
Rochdale LC	Timperley LC	Centurions LC
Maidstone LC	Sheffield Steelers LC	

Annual Accounts Commentary

Opening remarks

The annual accounts demonstrate that the 2015 to 2016 financial year, as expected, was challenging and with the detrimental decision by the UK Visa and Immigration (UKVI) agency to suspend our licence to employ non EEC workers, made doubly so.

Therefore, it is pleasing to inform the meeting that the organisation's outturn for the year was positive. The annual accounts highlight that we made a very small surplus (£3K) and the overall position of the organisation's finances improved on the 2014/15 year with the reserves increasing to £341K.

I would like to detail some of the key financial points contained in the 2015/16 accounts.

Turnover

Total income was down from £2.7m (2015) to £1.9m. The key points to note were:

Sport England Grant – down by £150k to £850k. This was expected as we had requested this reduction of payments in the 4 year grant submission; therefore the decrease had been well planned.

Foreign Nationals – the UKVI intervention had significant and damaging financial repercussions. Income for Foreign Nationals was down £339k. The majority of this fall had no effect on the bottom line. However, the Recruitment and Payroll Administration fee did have an adverse effect on the bottom line due to our inability to recharge our staff costs and expenses to clubs, schools and universities.

Participation – down by £140k on last year. The adverse effect of the UKVI intervention restricted our deployment of staff into our income generating participation delivery programmes resulting in an overall income reduction. This was exasperated by having to use expenditure to employ and deploy staff to ensure that a % of programmes effected by the decision were maintained and the majority of this work was not income generating.

Performance – income down £86k on the previous year due to the main World event being in the UK, all other income and expenditure was in line with previous years.

Cost of Sales

Cost of Sales in all areas has fallen in line with the decrease in income as previously mentioned above.

A further point to note is that we had already incurred Foreign National recruitment costs before the UKVI intervention which resulted in this expenditure not being recharged.

After all that being noted, the Gross Surplus has increased from 46% last year to 47%.

Overheads

In total, overheads have fallen from £1.1m to £0.9m and this is due to the following:
In the previous year redundancies were made resulting in a fall in overheads due to a decrease in staff related costs.

Irrecoverable VAT decreased from £98k to £46k.

Advertising and marketing decreased from £44k to £17k.

Legal and professional decreased from £25k to £14k. It is worth noting that we received £40k of VIK Legal services from Macfarlanes when dealing with the UKVI issue.

Balance Sheet

The main differences to the balance sheet from last year were the effects that various tours, taking place in the new financial year, had on debtor and creditor balances.

We had invoiced participants, received payments and been charged for expenses of the tours and these were pushed through into the new financial year to match the actual timing of their activity.

Summary

In summary, having already identified the 2015/16 year as being fiscally challenging, in my view it was a notable achievement, due to the timing and immense disruption caused by the UKVI intervention, that the organisation was able to record a small surplus on the year and improve its reserve position.

Questions raised by Rick Summers

EL AGM 02/10/16

Questions

The accounts and the annual report are based on an end date of 31 March. Is it the intention of the EL to hold the AGM 6 months after this date going forward?

Yes, it is the intension to have the AGM in early October each year. Holding the AGM in October allows for the accounts to be produced and agreed by the Board, the production of the annual report, the end of the season to take place and the international summer programme to be completed.

Bye laws

Item 2 refers to 'managing and any other volunteer work where liability (through registration) is relevant'. Please can you define what 'managing' refers to as we have been advised by EL staff that club team managers do not have to be registered.

The bye law has been raised at NLC and it was agreed that the item is requesting that volunteers holding key positions in clubs, schools, universities and associations are registered. The wording may need to be revised but the liability (both personal and or club, etc.) is the key to whether someone should be registered. EL over time would like most volunteers to register.

Item 5 defines in the last paragraph eligibility to play for only one Club in any matches which form part of the national championship or competition. Please could you confirm that means this applies to players playing for clubs in the NEMLA Premier Division and the SEMLA Premier Division. Can a player playing for a Club in SEMLA Premier Division play as well for a NEMLA Club not in NEMLA Premier division and vice versa?

Neither NEMLA nor SEMLA administer national competitions, you are correct that a player could play for both a NEMLA non premier club and SEMLA premierships club, but could not compete in a national competition for both. This is not the intent of the rule and NLC will need to review this and sort out a proper rule at a regional level.

Expenditure as broken down in EL Annual Report

Please can the EL advise on what the income and expenditure is in relation to provision of overseas coaches bearing in mind the issue we have had with the UK Immigration and Visa License? Why has a loss of circa £45,000 been made?

This is explained in the financial statement accompanying the accounts.

The provision of coaches and officials is key to supporting the development of the game. It is recognised there is a shortage in both areas. The cost of becoming qualified is one reason given in terms of holding back individuals. Why therefore have the EL made a 58% profit on training of coaches and officials?

EL provides education for a wide range of clients and identifies this area as a revenue generator which ensures that we can invest in future courses and resources year on year. EL would point out that Lacrosse provides one of the cheapest national recognised coaching and officiating courses available in the sporting marketplace.

Please can the EL advise how the management fee for world events has been used?

The management fee is a payment to the event for core staff time associated with the delivery of the relevant world event.

Please can the EL explain why the expenditure for performance is greater by £10,000 than income generated?

The financial statement partially explains this as we have had a relatively quiet year in touring and therefore have not had to use as much of our income generation to assist National Team attendance at World Events. In future years it is predicted that some years will slightly overspend and some years underspend due to the difficulty in precisely budgeting for outgoing tours to attend World and International events

Have all international players including those not selected to play in tournaments paid all outstanding payments? If not how is the EL addressing recovering the outstanding monies?

Historic outstanding debt is still being pursued but this has now been reduced to a relatively low level.

The finance team, in conjunction with the team managers and EL talent manager has now instituted an annual payment plan for each player in the elite system to cover annual training and touring costs. This has been working effectively during the last 10 months since its introduction.

Please advise which director(s) are paid?

Mark Coups, CEO

Staff

Please could the EL provide a breakdown with job titles of how many EL full time and part time employees there are? This assuming the directory on the EL website is not complete.

The staff directory on the website is up to date.

Please can the EL advise if the EL subsidises any jobs outside of the EL organisation?

EL and its subsidiary companies contract a range of consultants and relevant experts in a number of disciplines to add expertise required to advance the organisation.

EL has engaged a range of partners in developing the Community development officer role and we have a number of individuals employed by EL and other organisations to deliver lacrosse participation.

EL contracts a range of lacrosse experts to deliver its courses, camps and talent pathway who are not EL employees.

Please can the EL confirm if any job titles and associated job descriptions have change over the last 15months? If so were those jobs advertised? If not why not?

EL has changed a number of Job descriptions over the last 15 months, including having to undertake a difficult restructure in late 2014 and early 2015.

Therefore, 6 job titles and descriptions have changed during the 15-month period November 2014 to April 2016 related to Regional Co-ordinator roles and Talent co-coordinator roles. These roles were not advertised due to being part of an internal restructuring and staff redundancy process. EL sought external legal advice about the process of restructuring and redundancy to ensure that it was undertaken to the highest standard.

Staging the 2017 and 2018 World Championships creates a fantastic platform and opportunity to raise the profile and develop the game. However to take full advantage will require manpower. In 2010 we successfully staged the Men's World Championships. EL staff were heavily involved in preparing and running this event to the extent senior EL staff were driving around on buggies during the games preparing pitches for games. They are to be congratulated for mucking in. However during the period running up to the games, the game itself and for a short period afterwards EL staff were not able to fully focus on the day to day running of the game resulting in not providing the service the game needed. How do the EL propose to ensure EL staff, now paid in part directly by its members, maintain their responsibilities for running the game without being deflected into supporting the 2017 and 2018 events? I accept some of the events arranged to support the events will support the development of the game but it should be recognised this will be predominantly local to where the events are being held.

EL staff have always been resourced by the membership, accepting that the amount is set to increase, will ensure that they maintain the delivery of their day to day targets. EL senior staff, board and key committees have already been discussing how this can be effectively done whilst ensuring the success of the events.

It is important to recognise that whilst 2010 was a successful event, 2017 and 2018 present enhanced challenges of size and expectation. It is therefore unrealistic to expect that the 2 events will have no impact of core service delivery and senior staff have been focusing on managing the expect impact. 2 areas have been discussed and plans initiated.

We have reviewed our 2016 to 2020 goal setting and are in the process of agreeing that we will focus the most significant gains for the 2018 to 2020 period, which is not the norm for us where we usually front load our targets.

We have focused considerable efforts on developing supportive partnerships who can assist us with our core work. This includes both commercial partners, our host partner Manchester City Council and other supporting organisations. All are aware that we will need support at designated times over the 2017 to 2018 period and we are in discussions as to the support we will require to assist with the delivery of our core services.

My view is that EL staff are over stretched. The EL staff is spread over the whole of England with only some based in the EL headquarters. Bearing this in mind how is performance being monitored and supported? Who monitors and supports the CEO?

The Chair via an annual appraisal and the board through monitoring of agreed annual targets for the role

Administration

The game is expanding. There are more tournaments and events being planned such there are inevitable clashes in the calendar. This was highlighted recently when England women were allowed to hold a coaching session at late notice on National Lacrosse Day. The Women's World Championships are not on the calendar. What steps are the EL taking to manage effectively the calendar of events?

EL has now created a more effective national structure through the Performance Committee and National Lacrosse Committee to co-ordinate the national calendar. EL is aware with the expansion of the sport and the finite number of dates clashes will increase rather than decrease so effective management of the calendar via the 2 main operational committees and senior staff is essential alongside good communication, which we are currently seeking to address with a new communications officer.

The Girls Academy are to be congratulated for posting dates for this season and next season allowing families to plan ahead with holidays etc.

The game is striving for an agreed and published 24 month calendar.

Annual Report

The women's game was reviewed two years ago and has undergone restructuring. There is no report on how this is working? Bearing in mind the men's game has this year had a similar review please could we understand how the restructuring has worked and what lessons we have learned?

NLC have taken the lead on reviewing the restructuring of the women's game and the implementation of the men's restructuring. All the recommendations in the women's restructuring have been implemented and the review of these is underway for this season (raised at NLC in September 2016). The Men's restructuring has a task and finish group appointed by NLC to prioritise the recommendations and implement a delivery plan to start in 2017. NLC has highlighted that a number of recommendations from the men's review are also applicable to the Women's structure and it is ensuring that these are identified and implemented.