



## ENGLISH LACROSSE ASSOCIATION Ltd.

Minutes of a Board meeting held on Tuesday 4<sup>th</sup> September, 12 Offices, 105 Victoria Street, London

Present: John Neal (JN) Chair, Mark Coups (MC) CEO, Hannah Bowe (HB), Ben Jessup (BJ), Hamish McInnes (HM), Gavin Devine (GD), Nikki De Krester (NK), Chrissie Owens (CO), Sallie Barker (SB), Sue Livock (SL) President, Neil Edgar (NE) Finance, Jane Powell (JP) Performance, Paul Coups (PC) Minutes.

Amanda Bennett from Fair Play was present as an observer and consultant, working with EL reviewing Board Effectiveness.

### Chair's Opening Remarks

JN opened the meeting by identifying the work that had been undertaken by the board's supporting groups and committees since the last board meeting in May. JN also informed the board of the communication of thanks he had received from Melanie Steel. JN reminded the board of the need to review paper work prior to the meeting to ensure effective use of time.

### Section 1 Business matters

#### 1. Apologies for Absence

Michael Estill (ME)

#### 2. Conflict of Interest Declarations

None declared.

#### 3. Minutes of the Last Meeting

Minutes of the 14<sup>th</sup> May 2018 approved as a true record.

#### 4. Matters Arising

NE highlighted that a small group (NE, PJ, HB and MC) met to undertake the action from the 14<sup>th</sup> May in reviewing the historical financial profile. Analysis from that meeting have been disseminated to relevant groups and committees.

BJ raised the matter of benchmarking the fees agreed by the Board at the May meeting against other NGB's. MC outlined that this had been done and the paper will be re-issued.

### Section 2 Finance

#### 5. Q1 accounts, cashflow 2018/19

NE requested that the board should raise any questions on the accounts and cash flow to him prior to meetings to ensure his report of focused on any areas the require clarification.

NE summarised the Q1 accounts set out in paper 2.

## ENGLAND LACROSSE



NE highlighted the following:

- the financial position is robust and on budget
- expectation that marketing expenditure will increase in this financial year
- staff expenses are showing an overspend which is related to an increase in staff engagement in the summer performance programme. Expenses will be controlled to ensure that the final position has minimal budget impact
- current cashflow position is 3 months running costs in the bank
- IR and the replacement of Rathbones sponsorship have been identified as the key risks in the budget
- associated WC2017 costs have been moved from EL to WC account.

MC outlined that there has been a recent small increase in expenditure (insurance related) in IR due to a significant claim. MC highlighting that although it will increase expenditure the claim will provide further justification for IR to the game.

SB identified that Regional Grant submissions will be sent in at the end of September post NLC meeting.

#### **6. Annual Audit and Letter of Representation**

NE presented the Annual Audit of the ELA Ltd 2017/18 to the Board.

NE outlined:

- all Board members will need to sign an annual conflict of interest declaration for the board meeting post AGM
- final 2018 WC finances has been written off in these accounts
- 2017 WC will appear in 2018/19 accounts
- letter of representation is not yet ready but will be signed prior to AGM circulation deadline (Friday 7<sup>th</sup> September 2018).

The Board agreed the Audited Accounts 2017/18, and these were signed off by the Chair.

#### **Section 3: Routine Board Business**

#### **7. Strategic Risk Matrix**

The board reviewed the FARC Strategic Risk Matrix, paper 4.

BJ tabled the need for the matrix to outline a reputational risk relating to stakeholder management and the development of a negative profile.

The board undertook a wide discussion in relation to the management of stakeholders and the reputational risk inherent with each group. The board viewed the stakeholder management was inherent across the risk matrix and in certain aspects EL had limited control.

The board highlighted that the adoption of a crisis management policy, taking learning from the 2018 WC withdrawal and the recent Men's World Event in Israel, would improve our risk management and relevant communications plan.

#### **Action**

GD to assist MC in developing crisis management document.

## **ENGLAND LACROSSE**



## 8. Business Scorecard

The board reviewed paper 5.

MC summarised discussion with ME prior to the board meeting, highlighting:

- the scorecard relates to an assessment against empirical targets
- scorecard does not encapsulate all areas required to inform the board, especially current issues.

MC added that additional information in the executive summary, identifying issues could inform the board better.

At this point, JN brought forward Agenda Item 10 and invited BJ to summarise paper 7.

BJ outlined the paper and highlighted the need for more context from the CEO in operational matters.

The board had a broad discussion on the quantity of information required for it make informed decisions.

The board agreed on a business score card with improved information in the summary, which identified

issues, in conjunction with a verbal CEO report including actions from the previous meeting.

Board approved the score card information.

### Action

CEO verbal update to be a standing agenda item

## 9. Board Effectiveness Review

JN invited PC to summarise the position and the information in paper 6. PC outlined that paper 6 was a draft review of relevant EL documentation. PC tabled that the final submission from Fair Play should come to the Governance Group for prioritisation and action planning.

The board agreed to this action.

### Action

Governance Group to develop action plan from the final Fair Play submission.

## Key Strategic Business

### 10. CEO Report Proposal

This item was taken in relation to agenda item 8.

### 11. Culture Health Check (CHC)

JN welcomed JP to the meeting and invited her to review paper 8.

JP highlighted to the board the success of the National Squads since 2013 but stressed the need to address the culture underpinning the Talent and Performance Programme to provide consistency across the system.

HM provided supporting background information regarding the use of CHC across all sports and variety of responses it generates.

# ENGLAND LACROSSE



JP delivered a presentation to the board summarising paper 8, outlining the findings whilst advising the board of the developments that have taken place in the last 12 months.

JP identified:

- National coaches working through an action plan focusing on operational matters
- the need for a more independent Performance Committee looking at the programme strategically and to address the key findings of the CHC (supported by HM).

The board had an extensive discussion on the information presented.

Key points

- Independent Performance Committee would replace the current one, with the coaches and management groups taking on operational matters.
- The CHC is about awareness to advise EL of what to implement to mitigate against issues.
- EL is not alone in relation to some of the findings of the CHC.
- A need to balance the outcomes of performance alongside behaviours and culture.
- EL will need to generate partnerships to support how we address behaviours and culture, this may well sit within links to universities and commercial partners.
- Accountability will increase as we engage with partners to support the programme and if EL can generate supporting finance to monetarise coaching.
- An expanding international calendar may require EL to focus on identified tours / tournaments / events which are linked to our Performance Strategy which may not necessarily support other interests.
- The board will need to be informed as to where to invest within the Talent and Performance to maximise revenue for EL outcomes (profile, etc.).
- A need to manage the staff time in this area.

The board agreed to move to an Independent Performance Committee, chaired by HM. JN asked for another board representative for the committee for all to consider and discuss with HM.

**Actions**

- JP and HM to agree on the composition of the committee and hold initial meeting.
- JP and PC to review and update the ToRs
- JP to coordinate communicating the CHC back to the coaches, players and wider lacrosse public.
- Current performance committee to transition to an operational group.

## **12. Commercial Group**

NK outlined the meeting of the commercial group that took place in July.

Key discussion items by the group:

- school and university focus
- developing income streams

**ENGLAND LACROSSE**

[www.englishlacrosse.co.uk](http://www.englishlacrosse.co.uk) | National Squash Centre, Rowsley Street, Manchester, M11 3FF | 0161 974 7757 | [info@englishlacrosse.co.uk](mailto:info@englishlacrosse.co.uk)

Registered Company No. 3476816



- events
- brand
- ambitions of EL (eg Commonwealth Games)
- value propositions for each target audience with an overarching value proposition for EL
- brand message and creation of emotional attachment
- web site launch
- internal and external communications.

The group has developed a focus set of actions to drive the short and medium-term direction.

- Value propositions
- Target list of sponsors
- IR message and expansion
- Commonwealth Games
- Understanding key stakeholders
- Technology and staff resources

CO added to this item by reviewing her visit to Head Office, highlighting the need to develop an effective marcomms plan, highlighting it is currently disjointed, lacking consistency and polish.

The board had an extensive discussion on the information presented.

#### Key points

- MC outlined that commercial, marketing and performance need to work together to maximise potential.
- Caroline Royle (CR) has sent draft value propositions matrix to Kevin Sweet (chair of commercial group).
- CO raised the need to get the steps right to implement long term commercial opportunities and to ensure the “jigsaw” is in place; tabling the need for a summary piece to be developed outlining the steps, costs and outcomes.
- JP identified that leads had been generated through the U19 girl’s (Premier Inn), these were viewed as positive but could be short term and would need coordination.
- There was agreement that the EL vision and 10-year strategy needed to be refreshed.
- Commonwealth Games could be a key direction gaining entry could be problematic.
- The work that CO had done with Head Office required co-ordination with the commercial advisory group, CO to attend commercial advisory group.

#### Actions

- JP to be supported by CO in following up leads.
- CO and NK to coordinate with MC development of a summary piece to drive the marcomms.
- Commercial update and Value propositions to be tabled at the next meeting, CR to attend.

#### Section 5: Annual General Meeting 2018

## ENGLAND LACROSSE



### **13. Agenda**

MC reviewed the AGM 2018 agenda.

BJ enquired if the election of officers met protocol. MC identified that all is in order.

MC provided the board with a summary of historical changes to the articles relating to fees. MC highlighted to the board recent email exchanges between himself and Mr. R. Summers in relation to the board's decision to alter fees ahead of the 2018/19 season. Mr Summers correspondence challenged the authority, process and implementation of the fees for 2018/19.

JN stated clearly that EL had delivered the fee increases in accordance with the decisions of the board, EL articles and Byelaws and that MC has his full support in the correspondence exchange. This statement was supported by the board.

After discussion the board agreed that fees would be taken during item 5 Accounts 2017/18 on the AGM agenda.

### **14. Annual Report**

MC tabled the ELA Annual report 2018 (paper 10) to the board and invited comments and feedback.

The board had strong views that although the content was good, certain areas need addressing prior to circulation.

#### **Key Point's**

- An infogram at the front of the document to sell EL, this is the company document that can be used in conjunction with a sales pitch.
- Unsure as to the benefits of the vision / values at the front end, the infogram would serve as a better lead in to the document.
- The palate needs to match the web site.
- Diversity images, if not for now then to collate for future reports.
- Titles for graphs and tables.
- Logo should now be the new England Lacrosse logo.

#### **Action**

- MC to address key points with Sean White to have in place prior to circulation on Friday 7<sup>th</sup> September 2018.

### **15. Articles and Bye Laws Amendments 2018**

MC tabled the amendments to the Articles and Bye Laws (paper 11).

## **ENGLAND LACROSSE**



SB identified that Article 19.2 needed amending to ensure articles are gender neutral, change Chairman to Chair.

Board agreed amendments to Articles and Bye Laws.

**Action**

- PC to adjust amendments prior to circulation on Friday 7<sup>th</sup> September 2018.

**16. AOB**

- SL informed the board that a celebration for Celia Brackenridge is to be held at Wembley Stadium on the 12<sup>th</sup> of October, it will be invitation only. SL will notify all life members. Those who wish to attend should contact SL regarding an invite.

**DONM**

**7<sup>th</sup> October 12.00 pm AGM Warwick**

**4<sup>th</sup> December 3.00 – 6.00 pm, London**

**Proposed Dates for 2019**

**Tuesday 26<sup>th</sup> of February**

**Tuesday 14<sup>th</sup> May**

**Tuesday 3<sup>rd</sup> September**

**Sunday 6<sup>th</sup> October (AGM and meeting)**

**Distribution:** John Neal, Mark Coups, Prashant Jobanputra, Hannah Bowe, Ben Jessup, Hamish McInnes, Gavin Devine, Michael Estill, Nikki De Krester, Chrissie Owens and Sallie Barker.

Cc: Sue Livock, Neil Edgar.

**ENGLAND LACROSSE**

[www.englishlacrosse.co.uk](http://www.englishlacrosse.co.uk) | National Squash Centre, Rowsley Street, Manchester, M11 3FF | 0161 974 7757 | [info@englishlacrosse.co.uk](mailto:info@englishlacrosse.co.uk)

Registered Company No. 3476816



## **ENGLAND LACROSSE**

[www.englishlacrosse.co.uk](http://www.englishlacrosse.co.uk) | National Squash Centre, Rowsley Street, Manchester, M11 3FF | 0161 974 7757 | [info@englishlacrosse.co.uk](mailto:info@englishlacrosse.co.uk)

---

Registered Company No. 3476816





## **ENGLAND LACROSSE**

[www.englishlacrosse.co.uk](http://www.englishlacrosse.co.uk) | National Squash Centre, Rowsley Street, Manchester, M11 3FF | 0161 974 7757 | [info@englishlacrosse.co.uk](mailto:info@englishlacrosse.co.uk)

---

Registered Company No. 3476816