

ENGLISH LACROSSE ASSOCIATION Ltd.

Minutes of the ELA Board meeting held on Thursday 7th December 2017 at the I2, Euston commencing at 2pm.

Present: John Neal (JN) Chair, Mark Coups (MC), Sallie Barker (SB), Hannah Bowe (HB), Ben Jessup (BJ), Neil Edgar (NE), Jon Stainer, Mel Steel, Paul Coups (PC) – Minutes.

Section 1 Business matters

1. Apologies for Absence

Hamish McInnes (HM), Sue Livock (SL), Prashant Jobanputra (PJ),

2. Conflict of Interest Declarations

None declared.

3. Minutes of the Last Meeting

Minutes approved as a true record.

4. Matters Arising

MC reviewed the actions from the previous meeting in October.

- Safeguarding procedures have been circulated via NLC to clubs.
- Board Diversity statement has been made visible on the web site (although had to be adjusted following Sport England feedback). MC also reported that we have yet to have sign off on the governance process.
- MC and SB have reviewed the economic impact from the World Cup 2017 and a summary report will be made available in the New Year.
- The review of the events programme is underway, with a final draft of an updated events strategy going to the Events Advisory Group (SB Chair) with an associated facility review (13th December). The EAG will report on the next steps.
- MC has discussed a review of the asset register with Caroline Royle (CR), this will need to be taken to the CAG in the New Year. Alex Romer has been contracted for the next 12 months to support CR (10 days contracted work). MC is discussing with CR the involvement of a supporting agency to drive the commercial programme. HB will support this work.
- Rathbones has been secured as title sponsor for 2017-18 National Schools, with a small financial addition to the contract for the U11 National POP.
- STX, Newgate and RPC have had further discussions and new agreements are being negotiated.

Actions

- MC to update on safeguarding as it progresses.
- World Cup 2017 Report to be reviewed at February board.
- MC to update on further commercial discussions.
- CAG to review asset register.

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- MC to report on the governance process at February board.

Section 2 Finance

5. Q2 Accounts, Cashflow to End of Year, Budget Setting Process 2018/19

NE summarised the commentary provided in his report.

NE highlighted the following:

- Impact of WC2017 on income and expenditure
- Increased monitoring of the performance budget
- Although staff salaries were slightly up, £50k had been put aside for re-structure and WC2017 staff costs have yet to be moved over so the actual position is an underspend on salaries to date.
- Budget incomes were set too high, especially in relation to impact of WC2017 and re-structure, however, expenditure has been closely monitored and has off set the lack of income.

NE reviewed the cashflow position and outlined that there should be no issues prior to year end.

The board thanked NE for his work on the finances.

6. Financial Executive Summaries 2017 WC (Lacrosse 2017) & 2018 WC (Enterprise Lacrosse)

NE reviewed the information set out in paper 3a and 3b.

NE outlined:

- No expectation of any further major expenditure
- EL staff costs to be transferred for our core account to Lacrosse 2017

MC highlighted that on completion of the final audit and report, Lacrosse 2017 can be closed.

The Board wished to thank NE and Bella Kiddle for their work on finance for Lacrosse 2017.

NE reviewed paper 3b relating to the closure of WC2018 and Enterprise Lacrosse.

There was agreement that Enterprise Lacrosse should be wound up and not mothballed.

MC reviewed point 2 in paper 3b in relation to the statements made at the AGM. MC outlined that a board statement, which he will draft, to be sent round for board approval. JN stated that the statement should be short and clear, reviewing previous comments but providing closure to the situation.

NE outlined the budget process for 2018-19, identifying the following FARC dates:

- Dec 18th – first review
- Jan 22nd – final review

SB highlighted that NLC would not be meeting until 6th February. A brief discussion on the process for engaging with FARC followed and that adjustments can be made in February prior to February Board.

MC identified that EL staff will support the Regions in setting their plans and associated budgets for 2018-19.

MC outlined that FARC will use 2017 actuals for the basis of the budget. HB highlighted that this move should not stifle growth or investment into opportunities. All agreed that contingencies could be made to support initiatives.

Actions

- The 4 recommendations set out in paper 3a are to be taken forward.
- The recommendations set out in paper 3b are taken forward, with agreed on point 3 as per position to close Enterprise Lacrosse down.
- MC to circulate to the board a statement relating to closing of the WC2018 for board approval.

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NE left the meeting at 3pm.

Routine Board Business

7. Evaluate Board Terms of Reference

The Board reviewed the revised TOR and outlined that some adjustments should be made to include:

- values
- Board meeting at AGM

SB highlighted that the current board composition had a lack of elected Directors. There was a broad discussion on the board composition and the merits of a youth committee and a players group that could provide a linking between the game to the board.

SB reviewed the NLC away day and the positives taken from the work undertaken. SB highlighted that the board could recruit from those attendees for an elected position or co-option to the board.

MC outlined that the INED recruitment will begin. There was consensus that there needs to be consideration given to phasing in the new INEDs and that induction was key.

Action

- MC to take forward the process for INED recruitment
- MC to review the skills matrix for INED recruitment and identify recommendations to the Nominations Group.
- MC to utilise the INED recruitment pack for Elected Directors and to provide the pack to the NLC away day group as well as advertising on the ELA web site.

JS and MS joined the meeting at 3.25 and 3.30 respectively.

8. 2017 Stakeholder Engagement Plan

Agenda item 9 was taken ahead of item 8 (Board Effectiveness). MC summarised the background to the paper. Paper 5 was reviewed, and comments made. All agreed it was a start but needed more work. JN highlighted that it did inform strategy and could enable the board to add value.

All agreed that to be more effective the paper needed additional information including:

- Who is leading on the actions
- Timeframes
- Outcomes and outputs

Action

- MC to update paper 5.

9. Internal Controls and Risks

The agenda item 10 was taken ahead of item 8. Paper 10 was approved by the board.

10. Annual Board Effectiveness Review

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JN outlined that the effectiveness review should be independent, include 360 and be supported by 1:2:1 interviews.

MS reviewed the previous process, its timing and how it instigated board modernisation. MS identified that the position and business undertaken by the board now, demonstrated success in the previous process.

All agreed:

- setting out the aims of the process to focus on behaviours and how the board operates
- ensuring its cost effectiveness
- capturing views of outgoing Board members
- Chair lead process
- End of January target completion date and report for February Board
- budget £2.5 k
- 360 questionnaire with follow up 1:2:1.

Actions

- JN to identify 3 consultants through the board network.
- Final selection of consultant JN + 1 board member.
- Timeframe and budget as detailed above.

11. Chair and Board Members Appraisals & Board Recruitment

MC reviewed the recruitment timeline to address forthcoming gaps on the board. INED recruitment to be targeted for February board. MC also reviewed the points raised in agenda item 7 relating the NLC away day, board composition and board recruitment. MS highlighted that a phased introduction would be beneficial.

All agreed that the effectiveness review would meet an overall aim of board member appraisal.

As senior INED, PJ should undertake the appraisal of the chair using a 360 and a 1:2:1.

SB left the meeting at 4.05pm.

Actions

- JN to coordinate with PJ regarding appraisal of chair.
- PJ to communicate with HM and SL regarding previous chair appraisals.

Section 4 Key Strategic Business

12. Tri-Nations Competitions 2018 and 2019

MC reviewed the purpose of developing an ELA owned international tournament and its position of business critical for future EL income sustainability.

MC outlined the current position for the summer of 2018 highlighting that:

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- EL has commitment from USA for an U19 Female tour
- a draft venue brief has been developed
- criteria set – South East, women, U23 festival.

The venue criteria was briefly reviewed, with both Aldershot and Halton viewed as suitable for multiple EL events (National Schools, Home Internationals and International festival).

MC outlined that the financial risks require clarified and tabled for board approval. This led to a broad discussion on the summer event and the insight generated from WC2017.

JS highlighted that Y1 and 2 lay a foundation for any event, which may not turn a profit, but that a Y3 surplus should offset the first two years deficit. JN and JS suggested that ELA engages with current festival providers to support the initiative and potentially de-risk the process.

Actions

- JS to contact John Woodhall (Bournemouth 7's) to introduce to MC
- Events Advisory Group meeting 13th December to progress the event briefs

HB left the meeting at 4.35pm.

BJ entered the meeting at 4.55pm.

13. Business Score Card

MC focused the review of the scorecard on Individual Registration. MC highlighted that educational institutions (schools and Universities) are a barrier to an effective roll out of IR.

As an initiative, EL is recruiting University Officers, sponsored by STX, to develop lacrosse at HEI and market EL and the IR process. PJ is undertaking market research into how to undertake IR in schools and will report back to MC

JN suggested a free point of entry into the registration scheme but with no benefits (ECB has this in place) to generate data and communication pathways.

The board undertook a broad discussion on the merits of an “associate student registration” to provide a platform to sell the benefits of full registration. It was suggested that any alterations to IR, need to have a strong message attached to it as a progression and that it should be supported by some insight. BJ identified that any alterations need to ensure that the current process is protected.

MC identified that this is already being undertaken with a group of schools. BJ suggested that using the “Your Sport Your Voice” platform could be a vehicle to gain insight from the current market.

The board reviewed the rest of the Operational Business Score Card and its purpose.

JN outlined that the summary at the front should provide clarity against the key KPI's which focus on providing the basis for future fiscal security outside of public investment, specifically events and IR.



MS highlighted that reputation is not reflected in the document and needs linking to profile and being an effective organisation.

Actions

- HEI officers to be implemented, MC to update at February Board.
- Recommendations to the February Board on progressing IR within the education environments while protecting the current registration system.

14. AOB

- BJ supported points made earlier by SB relating the NLC away day.
- MC to write on behalf of the board to thank Dave Coldwell for his service to lacrosse during his employment.

Meeting closed with a vote of thanks to the Chair at 5.38 pm.

Next meeting dates

26th February 5.00 to 8.00 pm London

15th May 2.00 to 5.00 pm London (proposed staff and board meeting)

31st July 6.00 pm Call (if required)

4th September 3.00 to 6.00 pm London

7th October 12.00 pm AGM Warwick

Distribution: John Neal, Jon Stainer, Hannah Bowe, Prashant Jobanputra, Ben Jessup, Mark Coups, Sallie Barker, Clare Stoot, Hamish McInnes, Melanie Steel,

Cc: Sue Livock, Neil Edgar.

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