Minutes of a Board meeting held on Tuesday 4th of December 2018 at I2 Euston House, 24 Eversholt Street, London NW1 1AD 3.00 pm – 6.00 pm.

Present: John Neal (JN) Chair, Mark Coups (MC) CEO, Ben Jessup (BJ), Chrissie Owens (CO), Prashant Jobanputra (JP), Gavin Devine (GD), Sallie Barker (SB), Michael Estill (ME), Neil Edgar (NE) Finance, Paul Coups (PC) Ex-Officio.

**Section 1 Routine Business**

1. **Apologies for Absence**

Sue Livock (SL), Hannah Bowe (HB), Hamish McInnes (HM), Nikki De Kretser (NK)

1. **Conflict of Interest Declarations**

None declared.

1. **Minutes of the Last Meeting**

Minutes of the 7th October 2018 were approved as a true record.

Minutes of the 7th October 2018 AGM were agreed and will be presented to the 2019 AGM.

1. **Matters Arising**

No matters arising.

1. **CEO Report and Business Score Card**

MC outlined to the board key actions and issues since the last board meeting.

* Staff Meeting 29th November focused on ongoing engagement with staff to align them to delivery of the business plan and “Project 300”, KPI’s and budgets. MC highlighted that further work was required with some individuals.
* MC outlined recent developments of the income streams identified as having scalability as part of the delivery of project 300: camps, education and IR/ Membership.
* MC summarised the recent conversations with Sport England (SE) as regards the “Financial Sustainability” agenda, identifying that EL was working faster to deliver this than other NGBs with SE agreeing to quarterly updates. The board had a discussion on the other NGBs working in this area (Rounders, Volleyball, Handball, Baseball/Softball), outlining that all were at different stages of engagement with differing priorities.
* MC outlined his recent discussions with Barry Aherne (thanks to JN for contact) in relation to a “Festival” lacrosse event. A draft outline for the event is to be developed either for the February or May meeting which a meeting on the 12/12/18 will outline.
* The Independent performance group to support Jane Powell (JP) in developing high level strategy and to improve this operational area, agreed at the September board, has been recruited. The group comprises of Mark Jefferies (British Canoe Union and recently of Gloucester University), Adrian Cassidy (Rowing Ireland) and Anita Navin (Netball). The groups first meeting is on 4th December.
* MC attended a North clubs meeting focused on junior development. It was identified that there are current issues with junior boys’ recruitment which if not addressed may have impact on the men’s game over the medium term in the North West.
* 24/7 have outlined to EL that a live streaming production cost of £1200 per game is available, this may be interest for National Schools, BUCS, community game finals etc. MC to check ownership rights of the final streamed product.
* PJ asked MC what the current biggest issue EL is facing. MC identified that the event portfolio was under pressure and this could impact on budgets and project 300. The issues are to be discussed at the Events Group on 12th December with identified actions being tabled.

1. **Policies and Procedures**

The board reviewed the following papers: Annual Board Agenda, Board Code of Conduct, Matters Reserved for the Board, Anti-Doping Policy and Paternity Policy.

NE suggested that in paper 4 the review of fees should be moved to the December agenda allowing board to review the proposals prior to the February meeting on finance and budgets. All agreed to the amendment.

All papers were approved.

**Actions**

* MC to adjust Annual Board Agenda

1. **Strategic Risk Matrix**

The board had a discussion on the risk matrix and the issues moving forward.

* SB highlighted the threat in relation to SE funding and the need to set out a timeframe for review of EL strategy.
* JN identified the need to start from no public investment and work upwards.
* PJ added that ensuring EL delivers a 2-year programme that meets forecasts is essential.

It was agreed to ensure time is allowed for some brainstorming in the February agenda to address this area.

**Section 2 Finance**

1. **Finance**

NE tabled the Q2 accounts.

Key points:

* PJ identified variances in the performance budget, NE outlined the issues with the Men’s National Team attending WC2018 in Israel
* Staff expenses were identified as above budget. NE highlighted increase workloads in relation to an increase in performance squad tours with staff in attendance. GD stated that moving forward performance squads on tour will need to generate their own social media content and guidelines could be developed to support this. MC to raise with Caroline Royle (CR).
* Staffing required for performance tours was discussed, MC to address with JP.
* PJ highlighted variances in the participation budget, NE reviewed the changes to the number of community-based coaches being run through the EL accounts

**Action**

* PJ, MC, HB and NE to meet to review 12-month forecasts
* MC to discuss staffing for tours with JP and CR.

1. **Enterprise Lacrosse and Lacrosse 2017**

NE summarised the position in relation to Enterprise and Lacrosse 2017.  Both companies annual accounts are being prepared by Beevers and Struthers (B&S) and will be signed off by the directors with relevant information sent to Companies House. NE outlined that the directors, David Marsden and Sue Redfern will sign the accounts and It was agreed that NE should ensure a signed conflict of interest statement is in place as regards Sue Redfern (now FIL president).

**Action**

* NE to report back in February on best course of action

**Section 3 Key Strategic Business**

1. **National Lacrosse Committee Presentation and Review**

MC apologised for the absence, due to illness, of Amy Heppingstall who was to present this item.

Key points from the presentation:

* NLC oversees 90% of lacrosse activity
* It has board support through a board appointed chair
* At present it does not have identified delegated responsibility from the board
* Community lacrosse activity is reliant on the Regional Associations who ensure policing of IR and deliver the local leagues and competitions
* The regional associations with other working groups comprise the NLC

The board had an extensive discussion in relation to NLC, its role, alignment and how to improve communication.

Key points from the discussion.

* PJ asked how NLC was monitored for success. IR is a key focus for monitoring success and NE outlined the submission of regional plans, aligned to the business plan, to EL which enables regions to draw down finance. This draw down has been linked to IR income since its introduction. NE highlighted that Regions also have their own incomes streams and some regions have a level of reserves.
* The groups underpinning NLC and their alignment to EL was identified as a challenge, with their TOR’s and direction not fully connected with EL.
* PJ identified the need to get “hearts and minds” in agreement from this level of the organisation and to bring the regions in for input into the next strategic direction.
* All agreed that governance can be the basis to improve communication.
* All agreed that improved alignment of TOR was required.
* The use the annual meeting of the regional chairs was identified as a start point for the above.
* JN identified the use of competition by other NGB’s to improve connectivity to the regional associations.

**Actions**

* Survey of registered participants and members about communication is needed, “how EL talks to you”.
* Regional Association Chairs, the executive and board members to discuss our strategic direction to form the basis of the new 10-year strategy.
* Further engagement with regions to develop the next 10-year strategy to be outlined once chairs have been met.
* Draft operating framework between Board and NLC to be discussed at February meeting, outlining proposed delegated authority to NLC.
* Review of governance at regional to be undertaken, PC to raise with SE at meeting 5th December to gain advice and good practice.

1. **Sponsorship Deck**

Paper 12 (Sponsorship Deck) was reviewed by the board.

GD identified the need for supporting detail and variations from the ABC 1 female imagery. MC highlighted that the deck was flexible and could be altered according to situation.

MC identified that the deck was not to be used as a cold call tool but delivered in a targeted way. It was agreed that its use should be regulated to specific people. Control of the deck will sit with Commercial Group.

Paper 12 was approved by the board.

1. **Remcom Update**

JN updated the board on the recent discussion held by the Remuneration Committee.

JN highlighted:

* the need to benchmark remuneration levels against other NGB’s
* on completion of this recommendations will be reviewed by Remcom.

It was highlighted that these discussions will be linked to future staffing scenario planning and aligned to future staffing requirement to meet the next business plan.

1. **Board Effectiveness Update**

BJ outlined the review of the Fair Play recommendations and the process for addressing them. The board agreed the actions outlined.

**Actions**

* Governance Group to implement short term actions
* PC to develop medium actions for Governance Group

1. **AOB**

* JN highlighted the success of the May 2018 Board Staff meeting and the need to repeat this success in May 2019.
* GD outlined inconsistencies in the use of the EL brand and that this had been discussed with CR.
* GD also asked for an updated organogram
* BJ highlighted that lacrosse has been provisionally recognised the IOC, enabling the FIL to use the “5 Rings” and for some countries to draw down investment (not in UK). GD to re-engage with BBC re BBC Sport web site.
* JN highlighted to the board that he would be stepping down at the October 2019 AGM. PC outlined that EL has a succession plan in place and an internal recruitment would be the initial step with an external recruitment if required. It was conformed that the Chair would need to be an independent director. Internal nominations for the position should be communicated to BJ.

**Actions**

* JN and MC to script agenda of Board / Staff Away Day
* PC to circulate updated organogram

**DONM**

**Dates for 2019**

**Tuesday 26th of February**

**15th May (11am Board meeting, 1.30 pm – 3pm Board and Staff)**

**Tuesday 3rd September**

**Sunday 6th October (AGM and meeting)**

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

Cc: Sue Livock, Neil Edgar.