

BUSINESS PLAN

2020 TO 2024





A Word From Our Chair.....

Lacrosse in Scotland has a long tradition. The first women's game took place in Scotland in 1890 at St Leonards School in St Andrews. The men's sport is expanding now within Scotland too and has seen numbers growing significantly in recent years. Lacrosse may be seen as a minority sport but it is played internationally. Within the last year, World Lacrosse has received provisional recognition by the International Olympic Committee, and aspires to return to the 2028 Olympics after an 80 year gap.

We cannot ignore the recent issues faced by Lacrosse Scotland which culminated in an EGM in February 2019 and the appointment of an interim board. The membership had expressed their concerns reflecting that the organisation had reached an historic low point. At the AGM in April 2019, five new board members were voted in to vacant roles (there are six in total). In recent months the board has worked hard to turn things around and is making significant progress – already receiving positive feedback from the members.

The board, working with and listening to our wider membership, has determined our strategy. We are committed to:

- ensuring a strong and stable governing structure is in place that can continue as a solid platform for the organisation, moving forward
- increasing participation in the sport of Lacrosse – developing the sport from grass roots level upwards, making lacrosse accessible at all levels and promoting lacrosse as a fun and inclusive sport. Ultimately, this should also provide a bigger talent pool for selection to represent Scotland
- enhancing the profile of Lacrosse Scotland to attract sponsorship and support
- increasing overall membership and the commercial viability of the organisation, to enable reinvestment in the development of lacrosse and in the support of our players at all levels.

We recognise that this will all take time and we wish to approach this step by step. We expect that over the next four years we will be focussing predominantly on stability. Throughout, we plan to remain an organisation resourced through volunteers.

STRENGTHS

LS has a great history and a solid foundation to build upon
The level of reserves held means LS can support itself at its current size for the foreseeable future
Lacrosse is an established sport within Scotland, the UK, Europe and internationally – and may even debut in the 2028 Olympics
The senior teams have demonstrated strong international performances
Lacrosse is open to all genders and all ages
LS has no paid employees – but is supported by the sheer enthusiasm, skills and experience of its members and supporters who want to be involved
LS has a great website providing it with a positive online presence for all its communications, news and updates

WEAKNESSES

Board/committee structure not fully formed
Limited board/committee succession planning in place
Poor communication within the lacrosse community and beyond
Lack of individual members, schools, clubs, universities, officials
Admin costs are high, and include the office lease (to 2022) – the office is unmanned
All volunteers with other calls (family, work etc) on our time
No structured development for players, coaches or officials
Lacrosse has an image of being an elite / minority sport
Inconsistency of branding/identity
Reliance on self-funding with limited access to external funds

OPPORTUNITIES

Attract new clubs, new schools, new members
Develop the sport to include U19/junior for all genders
Potential to attract funds to invest in the sport
Develop the sport to include indoor for all genders
Ability to play all year round
Open an online shop
Centre of Excellence

THREATS

Potential loss of control of lacrosse in Scotland if GB or BUCS take over
Loss of sportscotland funding
Loss of members – individuals, clubs, schools etc
Difficulty of encouraging women to keep playing
Strength of overseas players and potential to take places of “home” players in squads etc
New and innovative sports e.g. Quiddich become the sport of choice

SWOT Analysis Driving the Business Plan to 2024 and Beyond



Our Shared Vision and Our Mission

- ▶ Our Shared Vision
- ▶ **To deliver a world class programme of lacrosse in Scotland providing opportunities for all**
- ▶ Our Mission
- ▶ **To lead a sustainable national framework to promote the development of lacrosse, increase playing opportunities, increase participation and generate competitive national squads**
- ▶ Next Our Key Objectives



Our Key Objectives

Key Objective 1: Strong Governance

Measures of Success:

By 31 August 2024:

Effective board recruitment and succession system in place

Reserves maintained at a minimum of 100% of one year's central costs

Increased attendance at AGMs

Achieve an assessment of Satisfactory (with comments) in the development audit

Maintain Foundation level of the equality standard

Policy review procedures in place

Actions	What does 2024 look like?
<p>Define an organisational structure (board and committees) outlining areas of responsibility</p>	<p>Lacrosse Scotland has a clear board and committee structure with clear guidelines in place to enable succession</p>
<p>Ensure defined roles and clear remits to support the recruitment of Board members with appropriate experience and improve retention</p>	<p>Publication of board minutes and regular communication with the wider membership (eg newsletters)</p>
<p>Implement and maintain robust, manageable and transparent financial planning and financial procedures</p>	<p>Financial reports are clear, easily understood and delivered on time and the management of day to day finances is controlled effectively</p>
<p>Review governance, policies and procedures regularly to identify gaps and ensure best practice is maintained</p>	<p>An engaged and involved lacrosse community</p>
<p>Prepare guidelines on day to day matters to enable changes of Board and committee personnel to enable effective succession</p>	<p>Annual Lacrosse Scotland calendar is produced and maintained</p>
<p>Develop effective communication streams between the board and its wider playing community and membership</p>	

Key Objective 2: Retain and Grow Membership

Measures of Success:

By 31 August 2024:

**35% net increase in membership
income between 2019/20 and
2023/24**

**Greater balance in membership
categories – men, women, senior
and junior**

**Established new event (eg 6-a-
side tournament) for men and
women**

Actions	What does 2024 look like?
Develop plan to support Schools, Universities and Clubs to grow the Sport of Lacrosse	Increase in participation numbers at all levels - from schools, universities and clubs
Review format of lacrosse delivered in schools	Improved membership experience
Support schools by providing opportunities to attend Lacrosse Scotland training / development events	Better understanding of the membership profile to target membership drives
Work with Scottish Student Sport and universities to establish intra-mural lacrosse programmes	Increase in net membership numbers
Focus on delivery of quality fixtures and leagues year on year	Engaged and involved lacrosse community
Identify opportunities to create playing hubs to help to develop the sport	Club Governance Guide
Regular review of membership package and facilitate reporting of membership profile	Log of event volunteers
Identify opportunities to improve domestic competition framework	
Introduce new events eg open annual 6s field lacrosse tournament for men & women	
Provide clubs with tools to implement good governance policies	
Develop a pool of experienced event volunteers	



Key Objective 3: Structured Development Programmes

Measures of Success

By 31 August 2024:

Trained development officers working to a clear plan

Increase in the number of school memberships

Increased number of coaches

All clubs have 2-3 Level 2 (or above) umpires or 2 or more Level 1 referees

Actions	What does 2024 look like?
<p>NEW PLAYERS: Develop and begin implementation of a plan to introduce lacrosse to new schools, universities, clubs and cities/areas across Scotland</p> <p>Recruit a team of volunteer development staff to implement the plan</p> <p>Support clubs to develop links with local schools</p> <p>Provide basic lacrosse skills training for teachers and work with teachers to encourage demand for lacrosse in new geographical regions</p> <p>Engage with ActiveSchools regional representatives to deliver new programmes and team up with Regional Partners for outreach programmes</p>	<p>Increased school affiliation</p> <p>Increase in grassroots participation</p> <p>Growth in membership income</p> <p>Sustainable pathway for players to progress from junior to club lacrosse – encouraging players to remain in the sport</p> <p>National players involved in delivering support for grassroots lacrosse in Scotland</p>
<p>COACHES AND OFFICIALS: Develop a sustainable coaching pathway</p> <p>Increase the number of tutors based in Scotland who can deliver training</p> <p>Identify training needs and potential ways to meet them</p> <p>Develop a sustainable officiating pathway</p> <p>Deliver annual officiating courses led by official(s) holding National or International officiating qualifications</p> <p>Support and develop inexperienced officials</p>	<p>A coaching pathway plan through various levels of qualification</p> <p>Increased number of qualified tutors and coaches</p> <p>Log of training and development opportunities</p> <p>Register of coaches and tutors</p> <p>A pathway for officials documented and published</p> <p>Increased number of officials and the proportion of them progressing to higher qualifications</p> <p>Register of referees and umpires (officials)</p>



Key Objective 4: Build the Foundations for Successful Performance

Measure of Success:

By 31 August 2024:

**Talent Pathway Programme
Designed – ready for 2024 to
2028**



Actions	What does 2024 look like?
<p>Re-enforce the talent pathway – to encourage progress from junior to senior level</p> <p>Identify more high-level competition opportunities</p> <p>Develop and publish minimum selection and performance criteria for each squad</p> <p>All squads have full support team (eg manager, coach, trainer, physio etc)</p> <p>Work with performance and assistant coaches and other support personnel to identify player skill gaps and develop a coaching strategy to direct all coaching in Scotland</p>	<p>Clear talent pathway in place</p> <p>Quality and retention of junior players in the performance system increases</p> <p>More opportunities available to play at national level (eg for men's U19s)</p> <p>Increased talent pool for selection</p> <p>Strategy designed for lacrosse performance development</p> <p>Workshops for all club coaches delivered annually to communicate principles of the strategies</p>





Key Objective 5: Promote the Lacrosse Scotland Brand

Measures of Success:

By 31 August 2024:

**At least three sponsors
contributing to the sport**

**Substantially increased number of
engagements on social media
platforms**

**By 2024, at least 65% of income is
from sources outwith Sport
Scotland**

Actions	What does 2024 look like?
Develop a structured networking and sponsorship strategy	Lacrosse Scotland develops and maintains new partnerships
Identify and create a range of business and sponsorship opportunities	Sponsorship log
Identify sponsorship opportunities to share with potential sponsors	Increased overall investment in Lacrosse Scotland to develop participation in the sport of lacrosse in Scotland
Build a Positive Reputation for Hosting International Events	Reduced reliance on sportscotland for funding
Enforce Lacrosse Scotland branding guidelines	Increased profile of Lacrosse Scotland outside Scotland
Develop strong communications and a digital media strategy across social media and other channels	Profit from events to be reinvested into further promotion, growth and development of the sport





Lacrosse
– a Sport
for All

Any questions?