



# **Strategic Business Plan**

2024-28



# Our Shared Vision & Mission

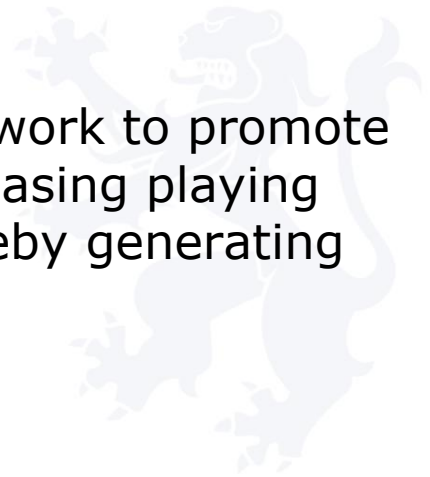


## Our Shared Vision

To deliver a world class programme of lacrosse in Scotland.

## Our Mission

To lead a sustainable national framework to promote the development of lacrosse by increasing playing opportunities and participation, thereby generating competitive national squads.



# Our Key Strategic Objectives



- 1  **Grow & diversify participation**
- 2  **Deliver inspirational performance**
- 3  **Improve organisational resilience**
- 4  **Drive workforce growth**

# #1 Grow & diversify participation



## 🏑 Enhance the membership proposition.

Improve brand visibility and consider membership and technical improvements to retain people in the sport and specifically within LS membership. Consider new events and other opportunities to grow attendance and engagement across in-person and digital channels – converting engagement into memberships and retaining a more actively engaged lacrosse community.

## 🏑 Review non-player population.

Follow the lead of other sports, whereby spectators (and friends/family of players) become members in order to buy a ticket, to grow our wider fan / follower base. Also harness opportunities from our partnerships (e.g. The Lacrosse Foundation) and sponsors to promote Lacrosse Scotland more widely.

## 🏑 Encourage a more diverse membership population.

Build a grassroots programme that increases opportunities to play, coach and umpire lacrosse, harnessing the power of our sport to drive positive change. Utilise the increased visibility from Olympic inclusion to educate people on our vision to increase participation opportunities by supporting a more diverse / inclusive performance environment and identifying / engaging with new members.

## 🏑 Consider broadening age demographic.

Further develop plans to support schools / universities, utilising programmes like Active Schools to increase engagement and encourage school / university students (i.e. training and development events).



**INCREASE ANNUAL PARTICIPATION & MEMBERSHIP BY 15%.**

## #2 Deliver inspirational performance



### **Develop Sixes as a format.**

Build a pathway to support Scottish inclusion in the Team GB set-up, following the IOC's recent decision to include Lacrosse in the LA 2028 Olympic Games. This would sit within the Field set-up (so as not to dilute the same population of players) but may require a new management structure.

### **Create an elite performance pathway for Junior Men's.**

Ensure a pipeline of domestic talent and work towards building a team that could potentially participate in future U20 international tournaments, accepting that the Men's U20 European Championships (2024) and World Cup (2026) may come too soon.

### **Continue to deliver world class performance programmes.**

Achieve this by integrating development and performance pathways, providing progression routes from development initiatives through to performance programmes at various stages and subsequently enabling Scottish athletes to continue competing on the world stage, both for Scotland and for GB.

### **Strengthen our domestic league set-up.**

Build a long-term programme for international success by developing our domestic leagues, particularly at the junior level – identifying and supporting talented athletes, particularly within 6s, via an integrated "local to national" talent identification system and investing in athletes with podium potential.



**IMPROVE WORLD RANKINGS; ACHIEVE AT LEAST 2 NATIONAL SQUADS IN THE WORLD TOP 10 PLUS A FURTHER 3 SQUADS IN THE WORLD TOP 15.**

## #3 Improve organisational resilience



### **Diversify and grow our income.**

By building the LS brand across all channels, promoting the online shop, developing new commercial partnerships, exploiting new advertising platforms and driving new ticketing initiatives.

### **Minimise the reliance on Sport Scotland funding.**

Increase the percentage of income that comes from sources outside of Sport Scotland by maximising the opportunities presented through Olympic inclusion, including continuing to work with / promote international federations to amplify content internationally.

### **Identify further sponsorship opportunities.**

Create a larger range of business and sponsorship opportunities to partner with potential sponsors, diversifying funding and subsequently unlocking sustained investment to support our shared ambition.

### **Reinvest profits from events.**

To further grow and develop the sport, with a long-term focus on promoting the sport to a broader audience.

### **Increase Home Nations / British Lacrosse collaboration.**

To further increase visibility and ticket sales, exploiting revenue opportunities at international fixtures held in Scotland (including hosting the 2025 Home Internationals).



**INCREASE TOTAL INCOME BY 25%.**

## #4 Drive workforce growth



### Focus recruitment efforts on key positions.

To more quickly fill pivotal senior roles within the organisation, ensuring we maintain a solid foundation on which to deliver operational excellence and build our reputation as a high-performing SGB.

### Address workforce sustainability.

Adopt a more proactive approach to succession planning and L&D, to improve our resilience and facilitate the sustained development of an engaged workforce (volunteers, coaches, umpires and staff).

### Officiating / umpiring.

Review the coaching pathway and provide officials with the appropriate training, development, mentorship opportunities and qualification routes to increase the quality of coaching provision.

### Develop a pool of trusted volunteers.

Establish / develop a bank of volunteers, to provide increased efficiency, reassurance and resilience.

### College Investment.

Engage with PE / sports staff, to develop a new generation of coaches and teachers.



**INCREASE THE NUMBER OF QUALIFIED (LEVEL 1+) COACHES BY 40.**  
**INCREASE THE NUMBER OF QUALIFIED OFFICIALS BY 30 LEVEL 1s & 30 LEVEL 2s.**  
**HAVE 3+ OFFICIALS QUALIFIED AT INTERNATIONAL LEVEL (ELF LEVEL 4/WL LEVEL 1).**



**Thank You**

