



# Strategic Plan 2015 - 2017

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## **WHAT WE ARE ABOUT**

### FOREWORD

The very description of Lacrosse SA as the governing body of lacrosse in SA outlines the motivation for the implementation of this document.

“Lacrosse SA is the peak body for lacrosse in SA”. This statement implies responsibility for not only the facilitation of lacrosse but also and more importantly the ongoing development of our sport. This strategic plan is, by its very name, a plan to provide direction in meeting those responsibilities.

It is a document risen from the thoughts and ideas of the SA lacrosse community and along with the corresponding operational plan it is the reference point for all discussion and decisions at LSA board and its sub committees.

Scott Willsmore

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President

Date: 19/11/2015

## **OUR VISION**

To achieve significant growth in all areas of Lacrosse in South Australia

## **OUR MISSION**

To administer, promote, develop and grow the sport of lacrosse in South Australia

## **OUR GUIDING PRINCIPLES**

We are proud of our sport, its traditions and achievements. We are a committed and motivated organisation servicing the needs of our member clubs and stakeholders providing a safe, fun and friendly environment and we value the following guiding principles:

- Respect
- Fair Play and Integrity
- Enjoyment and participation
- Inclusion
- Collaboration and co-operation
- Transparency
- Resilience

## WHO WE ARE

Lacrosse SA is the peak body for lacrosse in South Australia, managing competitions for Women and Men, and Girls and Boys from age 8 to adults. While the primary focus revolves around the main field lacrosse season from April to September, differing formats of lacrosse including Box Lacrosse, Junior and Senior indoor competitions, modified preseason, University and High School competitions offer opportunities to enjoy lacrosse year round. Lacrosse SA is governed by a Board which consists of the following members:

- President
- Deputy President
- Directors with specific portfolios
  - Administration
  - Finance
  - Men's competition
  - Women's competition
  - Juniors
  - Promotion
  - Development
  - Officiating
  - Coaching

The sport is administered by an Executive Officer, Administration Officer and a Development Coordinator.

The Association is currently based on a club based structure and offers competitions for senior men and women involving 10 clubs with 3 divisions for each gender. Men and Women Competition committees containing club delegates provide a conduit for information from clubs to association and vice versa ensuring the continued involvement of senior competition. Junior competitions coordinated by a club delegate based Junior Competitions Committee guiding competitions for age levels from U8 to U18 for both boys and girls. High performance opportunities are provided for talented players with the chance to compete in state and national championships and international tours. South Australia continues to have representational success at international levels in a range of lacrosse formats.

## **WHERE WE ARE**

### **CHALLENGES AND OPPORTUNITIES**

As with most other sports Lacrosse SA is not alone in facing many challenges in the current social and economic climate. These include:

- Financial and administrative constraints
- Capacity to source diverse sponsorship opportunities
- Current governance
- Ability to recruit and retain volunteers
- Long term access to facilities that meet minimum standards
- Recruiting Board members with specific skill sets rather than sport affiliation
- Club centric thinking and attitudes
- Limitations of the current club structure
- Effective communication between Lacrosse SA and club structures
- Capacity to influence national and international bodies on operational and competition matters
- Competition from other sports
- Being a minor sport creating a low profile for the sport
- Quality of coach and umpire development
- Competition standards – State League and Junior boys
- Cost to play the sport

For the sport to grow these challenges and issues need to be addressed. The immediate opportunities that have been identified are as follows:

- there is a need for the organisation to **show more leadership** in its governance practices
- we need to consider **new ways of raising the sport's profile** to increase marketing appeal to capture the interest of new participants
- we need to **improve communication and information flow** both internally and externally to help overcome member dissatisfaction and increase our efficiency including the **increased use of social media and an improved website**
- given our limited human and financial resources and the challenges ahead we need to focus on our core business areas but also **encourage a greater contribution and ownership from all our key stakeholders and committed volunteers**
- we need to explore how to secure additional significant revenue streams through government grants, sponsorship and corporate support to **create a more sustainable and affordable sport**
- there is a need for the organisation to **provide more development for our coaches and umpires**
- the sport needs to become more appealing through offering **improved competition opportunities and marquee events** to cater for different ability and interest levels
- we must expand on **the success of the school's competition model**
- we need to develop **stronger alliances and partnerships with key stakeholders** including the national body
- there is an opportunity to better **embrace the history and origins** of our sport

## WHAT IS OUR FUTURE?

### OUR KEY AREAS

There are 7 key areas in which we must focus our efforts to achieve our Mission and Vision. Under each key area we have identified a specific objective.

**1. GOVERNANCE & ADMINISTRATION**

LEADING THE SPORT - to ensure the sport demonstrates leadership as a well-managed organisation

**2. MEMBERSHIP AND PARTICIPATION**

GROWING THE SPORT - to increase the number of people playing the sport whilst retaining the current involvement of players, coaches and officials

**3. DEVELOPMENT**

IMPROVING THE SPORT - to improve the quality of experience for all involved with the sport (players, coaches, officials and administrators)

**4. PERFORMANCE AND COMPETITIONS**

EXCELLING IN THE SPORT - to increase and maintain participation at all levels and within all areas of the sport

**5. MARKETING AND PROMOTION**

SELLING THE SPORT - to increase the profile and awareness through showcasing and marketing all aspects of the sport

**6. FACILITIES & FINANCE**

BUILDING THE SPORT - to secure financial sustainability with the capacity to maximise opportunities to benefit the sport

**7. COMMUNICATION**

ENGAGING - to improve the internal and external communication and information flow to increase member and stakeholder awareness

### **PRIORITY TIMEFRAMES**

Our identified key areas have resulted in the establishment of a number of strategies which have been prioritised as follows:

**Priority 1:** within the next 12 months

**Priority 2:** within the next 24 months

**Priority 3:** within the next 36 months.

While strategies will be targeted in line with their priority, it must also be acknowledged that some may be actioned earlier due to an opportune event that the organisation will capitalise upon in order to achieve its purpose and mission sooner rather than later.

## **STRATEGIC RESOPONSES**

### **GOVERNANCE & ADMINISTRATION**

LEADING THE SPORT - to ensure the sport demonstrates leadership as a well-managed organisation

#### **Priority 1 Strategies**

- Develop a Lacrosse SA positioning statement detailing its role and expectations of, and with, member clubs
- Conduct review of governance systems (e.g. procedures and policies, organisational structure of Board portfolios )
- Implement performance review and evaluation of staff and Board positions
- Investigate recruiting external personnel with specific skill set for Board of Management
- Review and update duty statements and job roles for all staff and board positions
- Develop increased collaboration with member clubs
- Initiate professional development opportunities for staff and Executive Board members
- Implement succession planning for staff and Board recruitment
- Explore the appointment of a full-time administration role
- Assist member clubs in becoming more professionally administered

#### **Priority 2 Strategies**

- Strengthen relationship with ALA
- Appoint additional administration role
- Provide leadership to member clubs to develop individual strategic plans aligned to the state association's strategic plan

## **MEMBERSHIP AND PARTICIPATION**

GROWING THE SPORT - to increase the number playing the sport whilst retaining the current involvement of players, coaches and officials

### **Priority 1 Strategies**

- Review current competition structures to ensure quality competition opportunities are provided for all competitions
- Focus improvements and efficiencies in population growth areas
- Appoint new Development officers to grow the game

### **Priority 2 Strategies**

- Develop new opportunities through conduct of marquee events
- Support mechanism for starting new teams
- Focus on creating stronger club culture across the sport

### **Priority 3 Strategies**

- Work with ALA to develop national approach to growing the sport

## **DEVELOPMENT**

IMPROVING THE SPORT - to improve the quality of experience for all involved with the sport (players, coaches, officials and administrators)

### **Priority 1 Strategies**

- Improve Coach and Umpire mentoring and education programs at all levels by providing suitable resources and leadership opportunities
- Work with ALA to establish consistency in Coach education programs and Rules clarification across all states and all competitions
- Assist in the development of Junior Development Plan for member clubs
- Set growth targets for member clubs with achievement incentives
- Provide development support to new and struggling clubs

### **Priority 2 Strategies**

- Expand junior development resources
- Create process to increase the number of accredited elite coaches
- Develop a Volunteer management program to better recognise and recruit volunteers and specifically target parent volunteers
- Alignment of schools program with member clubs
- Develop new products/programs to attract new target groups
- Conduct review of umpire standards and processes
- Initiate a mid-term state-wide Club Forum and member satisfaction survey process to ascertain their future and current needs

## **PERFORMANCE AND COMPETITIONS**

EXCELLING IN THE SPORT - to increase and maintain participation at all levels and within all areas of the sport

### **Priority 1 Strategies**

- Conduct review to improve operation, conduct and competitiveness of all competitions
- Explore opportunities to introduce new competition categories
- Increase the focus on highlighting state, national and international performance of SA players and officials
- Review current High Performance program

### **Priority 2 Strategies**

- Facilitate coaching camps for Junior skill development

## **MARKETING AND PROMOTION**

SELLING THE SPORT - to increase the profile and awareness through showcasing and marketing all aspects of the sport

### **Priority 1 Strategies**

- Develop a unified marketing strategy across the sport to appeal to different target groups/ages
- Create more extensive avenues/links for promoting the sport
- Identify key selling points to promote the sport
- Establish networks and relationships with key media personnel to deliver increased media presence for the sport

### **Priority 2 Strategies**

- Identify new markets to attract to the sport
- Facilitate opportunities to recognise success of high achievers in the sport
- Create increased brand awareness to raise profile and value of involvement in the sport

### **Priority 2 Strategies**

- Explore creation of Lacrosse TV channel

## **FACILITIES & FINANCE**

BUILDING THE SPORT - to secure financial sustainability with the capacity to maximise opportunities to benefit the sport

### **Priority 1 Strategies**

- Continue ongoing relationship with member clubs to maintain quality facilities
- Assist clubs to source funding to improve and upgrade facilities and infrastructure
- Conduct study into future facility needs for the sport incorporating opportunity to establish a dedicated home base for the sport
- Reallocation of resources to struggling clubs
- Review current financial systems

### **Priority 2 Strategies**

- Create sponsorship strategies

## **COMMUNICATION**

ENGAGING - to improve the internal and external communication and information flow to increase member and stakeholder awareness

### **Priority 1 Strategies**

- Review communication strategies to better facilitate use of social media
- Initiate a Board visitation scheme to enhance ongoing relationships with member clubs
- Provide stronger advocacy to ALA on key operational matters that impact on the conduct of the sport
- Establish possible partnerships with supportive organisations (e.g. local service clubs)

## MEASURES OF SUCCESS

- Higher standards of compliance with governance principles, management and club administration
- Revamped and renewed organisation structure
- Staff and volunteer retention, recognition and appraisal
- Improved management and administration of member clubs
- Increased member club and volunteer satisfaction and engagement
- Increased club support and commitment at all levels of the sport
- Increased number and quality of coaches and umpires
- Increased participation rates in competitions at all levels and for all abilities
- Improved retention and transition of juniors into senior competitions
- Increased range of competitions for all ability levels and target groups
- Budget goals achieved
- Increased revenue streams sourced through sponsorship and grants
- Quality standard facilities being used by member clubs
- Increased profile and awareness in the media and broader community
- Greater commitment and engagement by clubs, Executive Board, partner organisations and stakeholders
- Greater recognition of player achievements