

Queensland Lacrosse Association Inc 2021—2024 Strategic Plan



“United as one for everyone”

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Executive Summary

The creation of the 2021—2024 Queensland Lacrosse Association Inc Strategic Plan sets out the vision created by the members to develop lacrosse as a game for everyone to enjoy.

To reach this final position, the management committee engaged in a number of planning steps commencing with a survey which was created and distributed among the membership. The results of this survey provided information on the current performance and future planning for the sport. With this input supplied, a planning forum was held with those attending working to create the ongoing strategic direction of the sport. Further reference and support were provided by the 2017—2019 Queensland Lacrosse Strategic Plan and 2019—2022 Australian Lacrosse Association Ltd Strategic Plan.

Taking on all of the information supplied and also completing a S.W.O.T analysis, the membership engaged in positive discussion to establish the new strategic pillars for the next three years. These strategic pillars will be the areas of focus for the sport and from each of these, annual operational plans will be created that prioritise the needs of the sport as agreed upon.

Working as a united group and taking into account outside influences, the challenge ahead is to continue to grow and develop the game as a sustainable sport within the Queensland sporting landscape. United as one for everyone, it is expected that in 2024, Queensland Lacrosse will have increased participation across all areas of the organisation and be strong, sustainable and ready to face any challenge.



Vision

Lacrosse Queensland - developing a game everyone can enjoy

Mission

To be recognised as a successful state sporting organisation through increased participation and greater awareness of the sport lacrosse within Queensland. This will be achieved through careful planning, management and development across all levels creating pathways from grassroots involvement to national competition.

Values

To provide a socially inclusive community focused participation activity that encourages and supports healthy, active, fun, safe and drug free involvement for everyone.

Methodology

The 2021—2024 Queensland Lacrosse Association Inc strategic plan was developed to set in place key objectives within each pillar. These key objectives are exemplified as performance measures. They set in place goals to be achieved by the organisation. This will then be referenced against the outcomes within each description as described below to measure the success within each strategic pillar. To provide support, key strategies have been included that will link into the developed annual operational plans for the organisation. A timeline measurement will assist in the prioritisation of various objectives.

Pillars of Lacrosse	Build the Organisation	Develop the best people	Provide opportunities to play lacrosse and opportunities to show our skill	Marketing and Media
Description	<ul style="list-style-type: none"> ◆ Governance and Administration ◆ Policy and Procedure 	<ul style="list-style-type: none"> ◆ Officials ◆ Coaches ◆ Players ◆ Volunteers 	<ul style="list-style-type: none"> ◆ Competition and events ◆ Programs—grassroots to elite 	<ul style="list-style-type: none"> ◆ Marketing ◆ Media ◆ Merchandise
Performance measures through to 2024	<ul style="list-style-type: none"> ◆ Improved governance and administration ◆ Relevant policy and procedures 	<ul style="list-style-type: none"> ◆ Increased numbers across all areas of the game 	<ul style="list-style-type: none"> ◆ Increased participation numbers in the sport ◆ Success on the national stage 	<ul style="list-style-type: none"> ◆ Marketing of the game, the sport and the brand ◆ Increased exposure through brand awareness



S.W.O.T. Analysis

Strengths

- ◆ Good facilities for competition and training (lighting)
- ◆ Clubs with equipment for use for programs, players, events
- ◆ Young, enthusiastic, committed volunteers
- ◆ Active competition—senior men and women
- ◆ Strong support network for games—officials, scorers, first aid, timekeepers
- ◆ Inclusive and welcoming membership
- ◆ Links to universities
- ◆ Strong administration

Opportunities

- ◆ Regular participation in national championships
- ◆ Greater engagement with local universities to create in-house and inter-university competitions—pathway to NUGS.
- ◆ Continue to grow and develop East Coast tournament
- ◆ Investigate further opportunities to link in as an endorsed sport in secondary school sport programs
- ◆ Consider club based opportunities for ALA quik stix programs across primary and secondary schools in club catchment regions
- ◆ Continue to source funding support for programs

Weaknesses

- ◆ Lack of volunteers across association and clubs—officials, committee members, coaches, program coordinators, first aid officials
- ◆ Lack of junior participation and pathways
- ◆ Finance for marketing and promotion of lacrosse
- ◆ Mentoring from elite level players
- ◆ Very little variety in competition due to lack of playing numbers
- ◆ Transportation issues for regional organisations
- ◆ No dedicated social media coordinator

Threats

- ◆ No great awareness in the community of the sport
- ◆ Withdrawal of government funding
- ◆ Competition from rival sports
- ◆ Large geographical region to service
- ◆ Ongoing use of facilities
- ◆ External influences such as ‘COVID’ affecting the ongoing sustainability of the sport
- ◆ Increasing costs for equipment
- ◆ Loss of school programs

Pillar 1 - Build the organisation

Purpose:

Having reviewed the previous strategic plan with reference to pillar one (1) **Building the organisation**, QLA will continue to deliver strong leadership through careful management and planning including valuing the input from all stakeholders. With the key focus areas of board and management committee plus policies and procedures incorporated into this pillar, the developed management committee structure will continue to prioritise key objectives that further enhance the capacity of the organisation to provide a safe, inclusive environment for everyone involved in the sport.

1.1 Governance and Administration

Objectives	Outcomes	Strategy	Timeframe
1.1.1 Constitution	Effective current constitution	<ul style="list-style-type: none"> ◆ Constitution effectiveness and relevance reviewed and amendments created if required. ◆ Seek professional assistance (if required) ◆ Host member information sessions and meetings as required ◆ Communicate and support all affiliated organisations to have relevant current constitutions 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing
1.1.2 Governance Structure and Design	Organised and informed management	<ul style="list-style-type: none"> ◆ All new management committee members undertake appropriate education and training ◆ Creation of management sub-committees where required ◆ Continue to update and manage all position descriptions ◆ Monitor management committee effectiveness 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing ◆ Ongoing
1.1.3 Financial	Maintain a financially sustainable organisation	<ul style="list-style-type: none"> ◆ Continue to maintain clear, accountable and transparent financial management ◆ Prepare and maintain all cash flows and budgets while maintaining all financial reporting as required 	<ul style="list-style-type: none"> ◆ Monthly ◆ Ongoing

Objectives	Outcomes	Strategy	Timeline
1.1.3 By Laws	Relevant and effective by laws	<ul style="list-style-type: none"> ◆ Annual review of by laws held at end of season review and planning session ◆ New by laws drafted, accepted and implemented as required 	<ul style="list-style-type: none"> ◆ Annually
1.1.4 Administration	Maintain strong administration across all areas of the organisation	<ul style="list-style-type: none"> ◆ Continue to embrace new technology to improve administration delivery. Focus on areas including membership, communication, financial and events ◆ Maintain compliance with all relevant government and legal requirements 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing
1.1.5 Communication	Maintain strong communication using all forms of media to all stakeholders	<ul style="list-style-type: none"> ◆ Continue to source upskilling courses and programs to improve communication delivery to all stakeholders. ◆ Maintain annual club affiliation forms to enable updating of club committee details ◆ Regularly maintain and update all forms of social media including online—Facebook, Instagram, website ◆ Source a qualified volunteer to take on the social media role linked to management role 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Annually ◆ Ongoing
1.1.6 Funding Grants	Ensure funding programs are sourced and applied for on behalf of all stakeholders	<ul style="list-style-type: none"> ◆ Continue to maintain strong relationship with NPSR for ongoing funding of organisation ◆ Maintain proactive approach to sourcing funding support for all stakeholders 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing
1.1.7 Sponsorship	<ul style="list-style-type: none"> ◆ Organisation secures sponsorship 	<ul style="list-style-type: none"> ◆ Revisit the position description for sponsorship coordinator and advertise. Provide training for all volunteers in sponsorship roles. ◆ Organisations and clubs to create templates for consistency of message within sponsorship applications 	<ul style="list-style-type: none"> ◆ Immediately ◆ Ongoing

1.2 Policy and Procedure

Objectives	Outcomes	Strategy	Timeline
1.2.1 Policies	All endorsed policies have been regularly reviewed and updated	<ul style="list-style-type: none"> ◆ Review of policies conducted on a regular basis as required ◆ Ensure all policies are communicated out to all stakeholders ◆ New policies are reviewed by management committee for adoption ◆ All relevant policies are available on organisation 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing ◆ As required
1.2.2 Procedure	Maintain and update all codes of conduct across all relevant areas of the organisation	<ul style="list-style-type: none"> ◆ Annually review all codes of conduct and update where required to ensure compliance with industry standard 	<ul style="list-style-type: none"> ◆ Ongoing
	Maintain and update all documentation relevant to the smooth operation of all events, tournament and programs	<ul style="list-style-type: none"> ◆ Continue to update and monitor all volunteers involved in child related programs, events or tournaments. Ensure that each person involved has a current working with children card ◆ Review and update all event, tournament, program risk management strategies to provide appropriate care and attention ◆ Ensure each organisation has a MPIO ◆ Conduct appropriate training on the management and compliance of COVID industry plans and processes 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Annually ◆ Ongoing ◆ As required
	Continue to provide appropriate processes and procedures for dealing with all forms of complaints or reports	<ul style="list-style-type: none"> ◆ Ensure judiciary panel is established annually ◆ Ensure all members are treated fairly and equitably and complaints are dealt with appropriately, confidentially and respectfully for all involved. 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing

Pillar 2 - Develop the best people

Purpose:

Having reviewed the previous strategic plan with reference to pillar two (2) **Develop the best people**, the members endorsed the purpose of developing the best people across all areas of operations and to supporting continued growth and development of all. This will enhance the capacity of the organisation to provide a safe, inclusive environment for everyone involved in the sport.

2.1 Officials

Objectives	Outcomes	Strategy	Timeline
2.1.1 Improved standard of officiating	Greater number of officials supporting the game of lacrosse in Queensland	<ul style="list-style-type: none"> ◆ Appointment of head official ◆ Active support of officials through mentoring and training ◆ All officials required to complete the online officiating courses ◆ Support for volunteers to attend national championships ◆ Continue to encourage former players to become active officials ◆ Rule amendments and updates are sent through to all officials and affiliated clubs ◆ Establish a process of evaluation and assessment with feedback from affiliated clubs 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing ◆ As required ◆ As required
	Greater number of bench officials supporting the game of lacrosse in Queensland	<ul style="list-style-type: none"> ◆ Actively encourage more volunteers from outside of lacrosse to become bench officials ◆ Provide support for those seeking to undertake bench official upskilling 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing

2.2 Coaches

Objectives	Outcomes	Strategy	Timeframe
Accredited and competent coaches	State and affiliated clubs have quality coaching programs that are improving the competition	<ul style="list-style-type: none"> ◆ Seek out past and present players to take on active coaching roles for QLA and affiliated clubs ◆ Support these volunteers to undertake online accreditation courses ◆ Support these volunteers to undertake elite level mentoring 	<ul style="list-style-type: none"> ◆ Ongoing

2.3 Players

Objectives	Outcomes	Strategy	Timeframe
2.3.1 Senior Players	Increased participation across male and female players	<ul style="list-style-type: none"> ◆ Continue to support affiliated clubs to conduct programs, events and competitions that attract potential new members ◆ Maintain effective cost management to attract new membership while maintaining financial sustainability ◆ Survey annually all members for feedback on competition ◆ Support clubs to create new partnerships that may provide increased participation numbers 	<ul style="list-style-type: none"> ◆ Annually ◆ Annually ◆ Annually ◆ Ongoing
2.3.2 Junior Players	Increased participation across male and female players	<ul style="list-style-type: none"> ◆ Provide linkage from school based programs to club based programs. Identify the best options for integrating juniors into a club environment. 	<ul style="list-style-type: none"> ◆ Ongoing

Objectives	Outcomes	Strategy	Timeframe
		<ul style="list-style-type: none"> ◆ Support and encourage clubs to conduct 'Learn Lacrosse' programs at their venues ◆ Establish modified competitions for junior participation 	<ul style="list-style-type: none"> ◆ Annually
2.3.3 Skilled players	An improved level of competition	<ul style="list-style-type: none"> ◆ Present one skills coaching weekend annually for male and one weekend annually for female players ◆ Encourage players to attend higher level events—East Coast Tournament / National Championships / Other 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing
2.3.4 Player pathways and recognition	Maintain annual awards for players and continue to establish pathways into elite competition for all players	<ul style="list-style-type: none"> ◆ Hold annual presentation awards ceremony for players ◆ Continue to build a national pathway program based on training, competition and selection to represent Queensland at a national event 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing

2.4 Volunteers

Objectives	Outcomes	Strategy	Timeframe
2.4.1 Volunteer Recruitment	Maintain and improve the numbers of volunteers within the sport	<ul style="list-style-type: none"> ◆ Identify volunteer roles for non lacrosse people ◆ Provide training, education and mentoring support for identified volunteers 	<ul style="list-style-type: none"> ◆ Ongoing
2.4.2 Volunteer recognition	Continue to recognise the efforts of volunteers	<ul style="list-style-type: none"> ◆ Maintain the annual volunteer of the year award 	<ul style="list-style-type: none"> ◆ Annually
2.4.3 Volunteer Feedback	Volunteers provide ongoing feedback regarding roles	<ul style="list-style-type: none"> ◆ Annual survey of volunteers conducted to understand issues, concerns and opinions of roles of volunteers within the sport 	<ul style="list-style-type: none"> ◆ Annually

Pillar 3 - Provide opportunities to play lacrosse in Queensland

Purpose:

Having reviewed the previous strategic plan with reference to pillar three (3) - **provide opportunities to play lacrosse in Queensland** and pillar five (5) - **provide opportunities for people to showcase their skills**, it has been agreed to merge these pillars to generate a clearer and more defined pathway from grassroots to elite level participation. The purpose within this pillar is to ensure that these pathways are available for all participants and this is provided through organised, safe, engaging programs, competitions and events for everyone.

3.1 Competitions and Programs

Objectives	Outcomes	Strategy	Timeframe
3.1 Senior Men's and Women's Competitions	Queensland Lacrosse grows the participations rates in the senior men's and senior women's lacrosse competition	<ul style="list-style-type: none"> ◆ In consultation with the affiliated clubs, prepare a schedule of games with venues, times and dates ◆ Annually review competition structure and format to ensure sustainability ◆ Actively work with affiliated clubs to create opportunities to increase participation numbers and teams within the competition ◆ Seek out interested parties looking to create new lacrosse clubs and support this process ◆ Create stronger links with potential stakeholders—eg: universities, colleges 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Annually ◆ Ongoing ◆ Ongoing ◆ Ongoing
3.2 State Championships Events	Increase in the number of teams competing in this event including junior division	<ul style="list-style-type: none"> ◆ Encourage and facilitate clubs to enter teams into this competition ◆ Review the format to allow for flexibility of teams competing ◆ Link with the club and their junior development programs 	<ul style="list-style-type: none"> ◆ Annually ◆ Annually ◆ Ongoing

Objectives	Outcomes	Strategy	Timeframe
3.3 School Programs	Maintain and increase the number of programs being offered throughout South East Queensland	<ul style="list-style-type: none"> ◆ Continue to maintain a strong relationship with Brisbane South East Secondary School Sport. Encourage clubs to present 'Taster Sessions' at school to encourage participation ◆ Engage with other school sport zones to look at opportunities to present lacrosse into endorsed secondary school sport blocks. ◆ Engage with local schools zones to look at opportunities to present lacrosse into endorsed primary school sport blocks ◆ Link with clubs and volunteers in dedicated catchment areas to form a plan of action for school programs 	<ul style="list-style-type: none"> ◆ Annually ◆ Ongoing ◆ Ongoing ◆ Ongoing
3.4 Junior Programs	Each club has a dedicated junior program	<ul style="list-style-type: none"> ◆ Link with clubs to identify volunteers to be involved in creating a junior program ◆ Target age group - 10 to 14 year old juniors (male and female) ◆ Support clubs to create linkage programs to bring school program participants across to club program ◆ In consultation with clubs, create junior competitions 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing ◆ Ongoing
3.5 University Programs	Universities throughout Queensland have a lacrosse program operating	<ul style="list-style-type: none"> ◆ Create a university program committee that will communicate with Unilax sport on developing lacrosse programs within universities ◆ Create inter-university competitions and intra-university 	<ul style="list-style-type: none"> ◆ Immediately ◆ Ongoing

Objectives	Outcomes	Strategy	Timeframe
3.6 Representative programs	Queensland Lacrosse is represented annually at elite level events—male and female (junior and senior)	<ul style="list-style-type: none"> ◆ Continue the process of coach and manager selection for all representative teams aligned to player expression of interest to gauge intent for an event ◆ Provide administrative support to enable teams to prepare for events ◆ Communicate and encourage clubs to motivate players to participate in elite level programs leading to representative selection ◆ Promote the National Championships event ◆ Promote the East Coast Tournament Event ◆ Promote other elite level opportunities for players 	<ul style="list-style-type: none"> ◆ Annually
3.7 Club Events	All affiliated clubs continue to host at least one major event to attract awareness of the sport	<ul style="list-style-type: none"> ◆ QLA provides support for clubs hosting a club based event to attract new participants and showcase the sport 	<ul style="list-style-type: none"> ◆ Annually

Pillar 4—Marketing and Media

Purpose:

Having reviewed the previous strategic plan with reference to pillar four (4) - **marketing and media** the purpose of this pillar is to increase the footprint for the sport through the use of all available marketing and media opportunities and in this regard, the organisation needs to be actively engaged at every opportunity to showcase the sport

Objectives	Outcomes	Strategy	Timeframe
4.1 Marketing Lacrosse	Increased awareness of lacrosse in Queensland	<ul style="list-style-type: none"> ◆ Create a position description for a social media coordinator ◆ Secure a social media coordinator ◆ Link with ALA to create a strategy for lacrosse in Queensland leading into the Olympic Games (if successful) ◆ Establish a target of media articles across QLA and affiliated clubs ◆ Link with clubs to present marketing displays at nominated events—market days, school fetes 	<ul style="list-style-type: none"> ◆ Immediately ◆ Immediately ◆ Annually ◆ Ongoing
4.2 Media	Lacrosse in Queensland has a regular media presence	<ul style="list-style-type: none"> ◆ Social media coordinator creates links with media outlets, locally, state and national ◆ Ensure all elite level events held in Queensland are actively promoted through the media 	<ul style="list-style-type: none"> ◆ Ongoing ◆ Ongoing
4.3 Merchandise	QLA brand apparel is used on all representative merchandise	<ul style="list-style-type: none"> ◆ Increase the asset base of merchandise with appropriate branding across QLA and affiliated clubs. ◆ Create a strong visible presence through use of marquees, banners by affiliated clubs 	<ul style="list-style-type: none"> ◆ Immediately ◆ Ongoing

Review

The creation of the 2021—2024 Strategic Plan will provide the direction for the sport through active inclusion from all stakeholders in the game. It is through this inclusion that the success of the objectives created within the strategic pillars will enable the game of lacrosse in Queensland to continue to grow and develop. While each pillar works singularly, much like a great team, each pillar needs to work with and in unison with the other key pillars to achieve the outcomes through the strategies provided. In 2024, Queensland Lacrosse Association will have a bigger, better and stronger sport operating in Queensland.

4

Pillars of Queensland Lacrosse

Governance and
Management

Strong, structured, well run
and managed

Everyone included

Providing opportunities for
everyone to belong and
achieve together

Grassroots to Elite level
participation

Supporting everyone from
the beginner to the national
representative with
programs, competitions and
events

Marketing and Media

Promoting the sport at every
opportunity

QUEENSLAND LACROSSE ASSOCIATION INC

Through the life of this strategic plan, the challenge for everyone will be to bring the thoughts, suggestions, ideas and proposals to life to create a strong, sustainable and viable sport within Queensland. Lacrosse Queensland—developing a game everyone can enjoy.