

QUEENSLAND LACROSSE ASSOCIATION INC

2014 – 2016 STRATEGIC PLAN



'UNITED IN THE CHALLENGE AHEAD'

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EXECUTIVE SUMMARY

The 2014 – 2016 Queensland Lacrosse Association Inc Strategic Plan seeks to continue the growth and development of the sport of lacrosse within Queensland and follows on from the completion of the 2011 – 2013 strategic plan. A component of the strategic planning forum conducted in September, 2013 was to review the performance of Queensland Lacrosse Association Inc against the key result areas adopted within the 2011 – 2013 strategic plan. This review included all areas of the previous strategic plan. From this review, the key result areas have been modified to reflect the changing dynamics of the organization with a greater focus on the core of the sport relating to participation, events, competitions, marketing and promotion with a aim to greater increase the awareness of the sport and build the capacity of the organization to reflect a growing popularity within the general community.

The enclosed plan will set out the 2014 – 2016 vision, mission and values of the organization, S.W.O.T analysis, key result areas broken down into endorsed sub categories, outcomes, broad strategies, time frames and included for this plan a review and report to allow for the membership to gauge the progress of the plan and place comment as needed.

The strategic planning forum included representatives from each of the affiliated clubs within Queensland, members of the management committee, management committee representative from New South Wales Lacrosse Inc and input from Australian Lacrosse Association Ltd. The 2014 – 2016 strategic plan was created through the input, thoughts, ideas and suggestions discussed in a forum atmosphere with a focus on delivering smart, achievable, measurable outcomes that will best deliver a stronger, sustainable organization over the coming three years.

The focus of this strategic plan is to build on the outcomes achieved through the 2011 – 2013 plan cycle with a key emphasis being placed on grass roots participation with supporting structures to generate this growth within the developed clubs. Complimenting this projected growth in participation will be the creation of competitions that deliver pathways for all participants from players, coaches, officials and volunteers. With the creation of affiliated club strategic plans that align with the state sporting organization, a united approach to achieving these targets has been achieved.

Queensland Lacrosse Association Inc will deliver on the outcomes agreed upon within the key result areas of the 2014 – 2016 strategic plan that is a manageable document with achievable outcomes that enhance and develop the sport of lacrosse within Queensland. Previously Queensland Lacrosse Association Inc was 'Committed to the Challenge Ahead'. Now they are 'United in the challenge ahead'.



VISION – Provide lacrosse for the enjoyment and development of everyone at all levels of participation.

MISSION – To be recognised as a successful state sporting organization through careful planning, management and development that delivers an increased participation in and greater awareness of the sport of lacrosse throughout Queensland. To maintain ongoing support from the national sporting organisation to create and increase pathways to national success.

VALUES – To provide a socially inclusive community focused sporting participation activity that encourages healthy, fun, safe and drug free participation for all players, coaches, officials and volunteers involved in the sport of lacrosse.

COMPLETED S.W.O.T ANALYSIS

STRENGTHS

Fastest team sport on two legs – skill, speed, strength, stamina
Fantastic spectator sport
Cost effective
Management stability
Accredited coaches
Accredited officials
Developing clubs and club structure
Access of suitable playing facilities
Equal Opportunities to participate – male and female
All inclusive
Social opportunities
Competitions
International game
Family orientated
Support from national sporting organization
Continuing to grow in popularity

WEAKNESSES

Time constraints on volunteers
Board management communication
Geographical barriers of affiliated clubs
Lack of dedicated player pathways
Small number of junior players
Small number of senior female players
Lack of funds
No appointed development officer
Small number of volunteers
Low profile within the general community
Player based management committee
Equipment costs
Paper based organization
Lack of business experience on management committee
Lack of sponsorship

OPPORTUNITIES

Funding grants – local, state and federal
Participation programs
School – Club programs
Up skilling of coaches and officials
Establishing links with community
Increasing profile of sport
Establishing clubs in all regions of Queensland
Building capacity of clubs
Hosting major events
Management committee training

THREATS

Other sports competing in similar time frame
No ongoing funding support
Lack of market exposure
Declining membership
Clubs not remaining sustainable
Changing expectations of membership
Current format of competition

KEY RESULT AREA – GOVERNANCE AND MANAGEMENT

Within the key result area of governance and management, Queensland Lacrosse Association Inc will continue to deliver strong leadership through careful planning and management that includes input from all stakeholders. Having developed a strong management structure, the goals to be achieved through the next strategic plan will be to maintain this management and enhance the capacity of the organization to provide more support to all involved within the sport.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMEFRAME	REVIEW AND REPORT
1.1 Constitution	1.1.1 Review effectiveness of current constitution.	Management committee to continually review constitution effectiveness. Develop amendments to constitution if required. Engage professional assistance (if required). Conduct member meetings to inform and advise on suggested amendments to constitution.	Annually and ongoing	
1.2 Governance structure and design	1.2.1 Review and adopt best model management structure.	Review current management structure and modify if required. Review, amend and/or create management committee job descriptions.	February 2014 January 2014 and ongoing	
1.3 Administration	1.3.1 Maintain and improve administrative services to all stakeholders.	Conduct review of current administration procedures to incorporate the use of online technology for areas such as membership, newsletters, correspondence. Attend annual national conference of NSO.	January 2014 and ongoing Annually	

<p>1.4 Communication</p>	<p>1.4.1 Maintain and improve levels of communication to all stakeholders</p>	<p>Source training and up skilling courses and programs to improve administration delivery and efficiency to all stakeholders. Continue to remain at the forefront of online communication with members through embracing and implementing enhanced online communication channels. This will include reviewing the current website to create a more user friendly site and embracing new forms of online communication with members.</p>	<p>January 2014 and ongoing Annually</p>	
<p>1.5 Risk Management</p>	<p>1.5.1 Maintain, review and update all policies, procedures on an annual basis</p>	<p>Conduct an annual audit on all policies and procedures to ensure relevant and up to date. Create a policy manual handbook and review annually. Update all policies and procedures on electronic media available for the use of clubs and members. Communicate with clubs to ensure relevant policies and procedures have been placed on club electronic media and are updated regularly.</p>	<p>Annually December 2014 and ongoing. June 2014 and ongoing. June 2014 and ongoing.</p>	
<p>1.6 Facility Management</p>	<p>1.6.1 Identify potential opportunities for developing a lacrosse facility that would include management, administration, competition and events relevant to the growth and sustainability of the sport.</p>	<p>Complete a needs analysis for requirements of the sport within a lacrosse facility. Identify potential partners for inclusion in the development of a facility for multi-use. Conduct research into possible future venues for a facility.</p>	<p>January 2014 and ongoing. January 2014 and ongoing January 2014 and ongoing.</p>	

<p>1.7 Financial Management</p>	<p>1.7.1 Provide financial integrity at all times.</p>	<p>Continue to maintain clear, accountable and transparent financial management. Maintain all financial reporting as required by statutory bodies.</p> <p>Continue to prepare and maintain annual budgets.</p> <p>Review membership fees on an annual basis.</p> <p>Review all areas of operation on an annual basis.</p> <p>Upgrade financial reporting and provide relevant training as required.</p>	<p>January 2014 and ongoing</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p> <p>Annually</p>	
<p>1.8 Sponsorship</p>	<p>1.8.1 Securing of sponsorship to assist with development of lacrosse.</p> <p>1.8.2 Maintain and Increase the amount of sponsorship</p>	<p>Create sponsorship template.</p> <p>Develop the role of sponsorship coordinator including position description.</p> <p>Provide training for volunteers to undertake developing sponsorship proposals.</p> <p>Increase the number of sponsors from zero to one.</p> <p>Maintain an increase in sponsors of one annually.</p>	<p>January 2015</p> <p>January 2015</p> <p>January 2015</p> <p>January 2015</p> <p>January 2016</p>	

KEY RESULT AREA – SPORT DEVELOPMENT

Sport Development will be a key focus for the sport of lacrosse. Having developed the structure of affiliated clubs and associations to facilitate the introduction of programs to encourage greater participation, strategies are now in place to work with affiliated clubs and associations to develop participation pathways through prioritized targets to grow the sustainability of the sport in Queensland.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMEFRAME	REVIEW AND REPORT
2.1 Participation	2.1.1 Junior Participation - Increase the number of junior participants by implementing grass roots participation programs and competition structures.	<p><i>Engage clubs to attend junior participation forum.</i></p> <p><i>Identify specific junior age groups to be developed within each club.</i></p> <p><i>Develop junior participation programs linked to club priorities for increased junior participation numbers.</i></p> <p><i>Maintain and update school and community organization databases in promoting junior participation programs within the geographical regions of each affiliated club.</i></p> <p><i>Identify potential funding opportunities to support club participation programs.</i></p> <p><i>Create annual junior state championships competition.</i></p>	<p><i>March 2014</i></p> <p><i>March 2014 and ongoing</i></p> <p><i>March 2014 and ongoing</i></p> <p><i>April 2014 and ongoing</i></p> <p><i>January 2014 and ongoing</i></p> <p><i>September 2014 and annually</i></p>	

	<p>2.1.2 Senior Women Participation – Increase the number of senior women by implementing participation programs directly targeting female participants.</p>	<p>Engage clubs to attend senior female participation forum. Identify potential links with other stakeholders with a focus on women in sport priorities for assistance in developing programs to increase participation. Review current competition structure for women. Provide modified version within a short time frame program.</p>	<p>March 2014 March 2014 and ongoing. March 2014 April 2014 and ongoing</p>	
	<p>2.1.3 Maintain secondary school programs and develop new primary school modified programs.</p>	<p>Continue to maintain current secondary school links and programs within areas of established clubs. Establish and maintain primary schools database for all regions with affiliated clubs and associations. Identify within each affiliated club region, schools that are offering modified lacrosse. Engage identified schools to present ‘learn lacrosse’ programs. Promote the transition from school to local club links. Organise meetings with cluster groups within each region of affiliated clubs to</p>	<p>January 2014 and ongoing April 2014 and ongoing May 2014 and ongoing June 2014 and ongoing Annually Annually</p>	

<p>2.2 Coaching and Officiating</p>	<p>2.2.1 Increase in the number of accredited coaches and officials as per the needs of the sport.</p>	<p>promote 'learn lacrosse' programs.</p> <p>Maintain coach and official accreditation courses. Maintain coach and official accreditation databases. Conduct one major up skilling weekend in both coaching and officiating to improve the knowledge and skills of accredited coaches and officials. Provide pathways for both coaches and officials by linking with the NSO to offer higher level accreditation courses and mentoring.</p>	<p>Annually</p> <p>January 2014 and ongoing.</p> <p>September 2014 and annually</p> <p>December 2014 and annually</p>	
<p>2.3 Volunteering</p>	<p>2.3.1 Maintain current level of volunteers and increase volunteer support</p>	<p>Establish the position of volunteer's coordinator. Source and provide training for the position of volunteer coordinator. Create a position description for the volunteer coordinator role. Ensure volunteers are recognised by implementing 'QLA Volunteer of the Year' award.</p>	<p>March 2015</p> <p>March 2015 and ongoing</p> <p>March 2015</p> <p>Annually</p>	

Provide ongoing training and support for volunteers undertaking roles within the sport.

January 2014 and ongoing



KEY RESULT AREA – COMPETITIONS AND EVENTS

The key result area of competitions and events will enhance the capability of Queensland Lacrosse Association Inc to establish the pathways for all participants and volunteers within the sport and to develop their individual and team skills and abilities through a developed pathway of competition from junior to senior. Providing quality competition is seen as a crucial factor in the success of the sport over the coming years.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMEFRAME	REVIEW AND REPORT
3.1 Competitions	<p>3.1.1 Increase in the amount of participation within competitions across Queensland.</p> <p>3.1.2 Maintain current interstate competition.</p> <p>3.1.3 Junior representative team attends national championships.</p>	<p>Maintain and increase the participation numbers and affiliated clubs attending the annual state championships.</p> <p>Maintain and increase the number of participants and affiliated clubs competing in the Queensland Lacrosse State League.</p> <p>Maintain and enhance the annual presentation awards.</p> <p>Continue to promote the interstate competition with NSW and develop to include junior participation.</p> <p>Identify potential age group to participate in national junior age championship.</p>	<p>September 2014 and ongoing</p> <p>September 2014 and ongoing</p> <p>September 2014 and ongoing</p> <p>October 2014 and ongoing</p> <p>June 2015 and ongoing</p>	

<p>3.2 Events</p>	<p>3.1.4 Formulate a 'senior women's' competition.</p>	<p>Linking with the participation initiatives targeting more senior females in the sport of lacrosse, identify a potential competition to involve senior females. Engage 'women in sport' stakeholders to assist in developing program.</p>	<p>April 2014 and ongoing</p>		
	<p>3.1.5 Improved presentation of competitions.</p>	<p>Ensure all affiliated clubs hosting competitions have completed the QLA competition check list. Source more volunteers to assist in the running of competition days. Develop more officials for competition days.</p>	<p>April 2014 and ongoing</p>		<p>March 2014 and ongoing</p>
	<p>3.2.1 Increase in the number of promotional events held in each year.</p>	<p>Actively work with all affiliated clubs to publicise and promote annual 'sign-on days' with a focus on juniors and senior females. Prepare a list of community events within each club geographical region to participate in to promote and create awareness of the sport of lacrosse.</p>	<p>Annually</p>		<p>Annually</p>
		<p>Investigate potential events held in various locations including 'beach lacrosse',</p>	<p>Annually</p>		<p>Annually</p>

<p>3.3 Competitions and Events</p>	<p>3.3.1 Performance review and planning forum conducted.</p>	<p>'night lacrosse', 'community venues – parks, gardens'. Source information to attend mega sports days. Create parents –v- children lacrosse game within each club. Conduct an annual competitions and events review to seek to improve the delivery of competitions and events. Develop the operational plan for the coming competitions and events.</p>	<p>Annually Annually November 2014 and ongoing January 2014 and annually</p>	
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KEY RESULT AREA – MARKETING AND PROMOTION

It is agreed that the sport of lacrosse within Queensland suffers from a lack of exposure among the general community and for Queensland Lacrosse Association Inc to establish a stronger foothold within the sporting landscape, a commitment to creating and maintaining smart and attainable marketing and promotional strategies will help create a greater awareness of the sport.

SUB CATEGORY	OUTCOMES	BROAD STRATEGIES	TIMEFRAME	REVIEW AND REPORT
4.1 Marketing	<p>4.1.1 Increase awareness of sport within the general community.</p> <p>4.1.2 Develop a marketing strategy for the sport within Queensland.</p>	<p>Appoint marketing and promotion coordinator.</p> <p>Source training for marketing and promotion coordinator.</p> <p>Conduct a marketing and promotion forum for all clubs.</p> <p>Communicate with NSO and other affiliated states to secure marketing strategies developed.</p> <p>Maintain annual calendar of events.</p> <p>Increase the calendar of events to include all state and club events and competitions.</p> <p>Maintain and continue to develop social media outlets.</p> <p>Develop a bi-monthly E-Newsletter.</p>	<p>February 2016</p> <p>February 2016</p> <p>March 2016</p> <p>December 2015</p> <p>January 2014 and ongoing</p> <p>January 2014 and ongoing</p> <p>January 2015 and ongoing</p>	

<p>4.2 Promotion</p>	<p>4.2.1 Actively maintain and seek opportunities to promote the sport of lacrosse throughout Queensland.</p>	<p>Communicate with various levels of sport and recreation to be included in active participation programs and tours.</p> <p>Engage the clubs to actively promote the sport of lacrosse within their geographical region. This to include distribution of flyers, brochures, promotional material within the local community.</p> <p>Attain at least one major media release per season promoting the sport of lacrosse.</p> <p>Create video library of competitions and events.</p>	<p>January 2014 and ongoing</p> <p>March 2014 and ongoing</p> <p>September 2014 and ongoing</p> <p>September 2014 and ongoing</p>	
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LACROSSE

SUMMARY

In isolation, each of the key result areas of the 2014 – 2016 Queensland Lacrosse Association Inc Strategic Plan will not be able to achieve the success of growing and developing the sport of Lacrosse within Queensland. Each key result area needs to work in unison with the other key result areas to achieve the outcomes as described.



The challenge for the members of Queensland Lacrosse is to now bring the thoughts, ideas and suggestions that have been provided to create this strategic plan and use them to reach the outcomes agreed upon. Previously the Queensland Lacrosse Association Inc had been 'Committed to the Challenge Ahead'. Now the challenge is to be 'United in the Challenge Ahead'.