



# **STRATEGIC PLAN**

## **2015- 2018**

**Update for GA July 2018**

## **KEY STRATEGIC GOALS**

1. To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.
2. To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.
3. To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.
4. To establish the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.
5. To market lacrosse, and maximize opportunities for exposure and development

## Strategic Goal 1

To effectively manage the administrative and business affairs of FIL and ensure financial sustainability.

Target	Strategies	Performance Indicators	Update
Timely distribution of information to all members (National Governing Bodies - NGBs)	Utilise a variety of communications	<ul style="list-style-type: none"> <li>Communications policy established</li> <li>Minutes from General Assemblies and other relevant documentation distributed within 60 days of meeting/s</li> <li>85% member satisfaction received via annual online survey</li> <li>New Postal Vote Policy Discussed &amp; Approved</li> </ul>	<ul style="list-style-type: none"> <li>Superseded by 2018 Strat. Plan</li> <li>Achieved</li> <li>Survey not undertaken</li> <li>Implemented from GA2016</li> </ul>
Professional governance	Implement the FIL Constitution, Bylaws, Policies & Roles and Responsibilities.	<ul style="list-style-type: none"> <li>Annual Board review undertaken</li> <li>General Assembly review undertaken with NGBs via online survey</li> <li>Rotation of Board and committee appointments maintained</li> <li>Board represented with diversity (age, gender, ethnicity)</li> <li>Establish a FIL Nominations Committee</li> <li>Review &amp; approve nomination guidelines</li> </ul>	<ul style="list-style-type: none"> <li>Not achieved</li> <li>Not undertaken. Strat P 2018</li> <li>Ongoing</li> <li>Ongoing</li> <li>Partially achieved</li> <li>Ongoing</li> </ul>
Comply with relevant legislation, regulations and standards	Implement professional management practices	<ul style="list-style-type: none"> <li>Annual financial reports audited</li> <li>Board induction process established &amp; Approved</li> <li>Risk Management policy established, need to update, expand &amp; approve</li> <li>Directors and Officers insurance maintained</li> <li>Annual Board planning &amp; review meeting conducted</li> <li>Finance policy completed, maintained, reviewed &amp; approved</li> <li>Annual budget developed and reviewed</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> <li>Not done</li> <li>In progress</li> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> </ul>
Review the FIL Board, Staff and Committee Structure & Rules	Revise FIL Board structure to become a more effective body to service our members &	<ul style="list-style-type: none"> <li>Review the Board structure with member involvement and as appropriate external support.</li> <li>Proposals to be formulated during 2014 and 2015 with a view to full member consultation in the latter part of 2015.</li> <li>Board review at its January 2016 meeting and then formal consideration</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing Strat. Plan 2018</li> <li>Proposals at GA 2016,2017 and 2018</li> </ul>

	strategic goals	<p>at the 2016 General Assembly.</p> <ul style="list-style-type: none"> <li>• Review, completed and approved by Board Jan 2015</li> <li>• Any proposed FIL Board or committee structure changes sent to members for approval April 2015</li> <li>• New structure adopted Aug 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Proposals presented</li> <li>• New structure in place following GA2017</li> </ul>
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## Strategic Goal 2

To provide a program of events that showcases the sport, provides relevant competition for players and supports development pathways for players, coaches, officials and volunteers.

Target	Strategies	Performance Indicators	Update
Increase member participation in FIL events	Review all championship structure to promote developmentally appropriate competition	<ul style="list-style-type: none"> <li>U19 Women from 12 to 14 teams in 2015</li> <li>U19 Men from 12 to 14 teams in 2016</li> <li>Senior Women from 19 to 23 teams in 2017</li> <li>Senior Men from 38 to 48 teams in 2018</li> <li>Indoor from 8 to 12 teams in 2015</li> <li>FIL Competition committee reviews and develops proposals for change to championship structure, where deemed appropriate</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>Continuous</li> </ul>
Appoint host countries for all world events	Implement tendering and selection processes	<ul style="list-style-type: none"> <li>2019 Men's Indoor appointed by Jan 2015</li> <li>2019 Women's U19 appointed by Jan 2015</li> <li>2020 Men's U19 appointed by Jan 2015</li> <li>2021 Women's Senior appointed by Jan 2016</li> <li>2022 Men's Senior appointed by Mid 2017</li> <li>Calendar of events published on FIL website</li> </ul>	<ul style="list-style-type: none"> <li>Achieved, Sept 15 2015</li> <li>Achieved Jan 2017</li> <li>Achieved, Jan 2016</li> <li>Moved to Jan 2017</li> <li>Agreed Jan 2018</li> <li>Moved to January 2018</li> <li>Achieved</li> </ul>
Implement World event Bylaws and relevant policies	Undertake regular reviews	<ul style="list-style-type: none"> <li>Review and revise documents at General Assembly</li> <li>Implement annual online event evaluation for all participants</li> <li>Review officiating and hosting costs and financing for world events.</li> </ul>	<ul style="list-style-type: none"> <li>On going</li> <li>Not achieved</li> <li>Agreed at GA2017</li> </ul>
Increase participation in global sports events	Inclusion in summer Olympics	<ul style="list-style-type: none"> <li>Maintain membership of SportAccord</li> <li>Maintain membership of the International World Games Association</li> <li>Participate in 2017 IWGA Games</li> <li>Actively participate in SportAccord &amp; IWGA meetings 2014-2018</li> <li>Complete and submit our IOC application to become recognized IOC Member Oct 2014</li> <li>Receive IOC approval for membership 2015</li> <li>Reach 50 IOC Approved Nations By 2016</li> <li>Apply &amp; Get approved to the Association of IOC Recognized Sport Federations (ARISF)</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>In progress, achieved to date</li> <li>In progress, provisional Recognition is IOC dependent</li> <li>Achieved</li> <li>In progress, depends on IOC recognition</li> </ul>

		<ul style="list-style-type: none"> <li>• Establish Olympic Vision Committee to develop a FIL Olympic Vision strategic plan 2015</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved</li> <li>•</li> </ul>
Assist in Development of Regional Events	Develop and Implement additional FIL Regional Events & give more FIL support for current events	<ul style="list-style-type: none"> <li>• Assist in Regional officiating &amp; coaching education program</li> <li>• Review annual FIL membership &amp; develop further regional competitions &amp; structure, where deemed necessary</li> </ul>	<ul style="list-style-type: none"> <li>• Achieved</li> <li>• In progress</li> </ul>

### Strategic Goal 3

To grow and retain people and country involvement in all forms of lacrosse including players, officials, coaches and administrators.

Target	Strategies	Performance Indicators	Update
Increased membership & forms of lacrosse	Increase in full, associate and allied membership	<ul style="list-style-type: none"> <li>50% increase in full members, from 28 to 42, by 2018</li> <li>Approve 10-12 new associate members by 2018</li> <li>10% increase in the number of countries participating in all sectors of lacrosse</li> <li>50% of our associate members become full members by 2018 (10 of 20)</li> <li>Maintain paid Development Officer</li> <li>Number of clinics provided on an annual basis (4-6 per year)</li> <li>Apply for at least one grant</li> <li>Approve FIL rules for wheelchair lacrosse 2015</li> <li>Distribute wheelchair rules to members for approval sanctioned</li> <li>Run FIL wheelchair event by 2018</li> </ul>	<ul style="list-style-type: none"> <li>Full members 34</li> <li>Associates now 26</li> <li>In progress</li> <li>Achieved</li> <li>2 clinics 2015, 2016 and 2017</li> <li>Not achieved</li> <li>Distributed May 2016</li> <li>Achieved</li> <li>In progress for Netanya</li> </ul>
Increased number of international officials	Implement policies and processes for accreditation including developing training materials and resources	<ul style="list-style-type: none"> <li>15% increase in number of International Officials (umpires and referees)</li> <li>Umpire and referee training manual established</li> <li>Officials database established &amp; maintained</li> <li>Develop online referees training resources</li> </ul>	<ul style="list-style-type: none"> <li>Partially achieved</li> <li>Achieved</li> <li>In progress</li> <li>In progress</li> </ul>
Update & Improve member & new member guidelines	Development Committee review of the new member procedure & criteria to be in good standing as a current member	<ul style="list-style-type: none"> <li>Development committee reviews current new member application process &amp; sends recommendations to Board &amp; members for approval by 2015/2016</li> <li>Development committee reviews current member criteria and sends recommendations to Board &amp; members for approval by 2015/2016</li> <li>Review &amp; update current members annual report form by 2015</li> <li>100% of members submit completed annual report by 2018</li> </ul>	<ul style="list-style-type: none"> <li>In progress for 2018/19</li> <li>In progress for 2018 /19.</li> <li>Membership application updated</li> <li>Not continuing</li> <li>Not continuing</li> </ul>

## Strategic Goal 4

To maintain the rules of international play for all forms of the sport with an emphasis on fair play, inclusion, safety and sustainability.

Target	Strategies	Performance Indicators	
Foster a sport that promotes fair play, inclusion, entertainment, innovation and safety	Access existing member resources	<ul style="list-style-type: none"> <li>Establish a Safety Committee</li> <li>Create research agenda</li> <li>Expand website with a sport safety section</li> </ul>	<ul style="list-style-type: none"> <li>Not achieved</li> <li>Not achieved</li> <li>Not achieved</li> </ul>
Remain drug free	Implement FIL Anti-Doping policy & establish a FIL Anti-Doping education program	<ul style="list-style-type: none"> <li>Zero positive in competition and out of competition tests</li> <li>Wada rules are updated &amp; communicated to members for approval</li> <li>Out of competition testings take place as per WADA approved.</li> <li>New WADA out of competition testing guidelines approved by WADA &amp; sent to members 2017-2018</li> <li>Drug education program is developed, approved &amp; posted on website &amp; communicated to all members.</li> </ul>	<ul style="list-style-type: none"> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>Achieved</li> <li>In progress</li> </ul>



## Strategic Goal 5

To market lacrosse, and maximize opportunities for exposure and development.

Target	Strategies	Performance Indicators	
Increase brand awareness of FIL by NGBs	Promote FIL logo and website	<ul style="list-style-type: none"> <li>100% of member websites display the FIL logo and have it hyperlinked to FIL website</li> <li>100% of teams in events continue to display the FIL logo</li> <li>Number of hits to website reviewed &amp; increased by 20% each year 2015-2018</li> <li>85% positive member response to website</li> <li>Marketing committee approved &amp; positions filled 2015</li> <li>Sponsorship package developed 2016</li> <li>Major FIL sponsor secured by 2017</li> <li>FIL social media game proposal presented to members for approval at the 2014 GA</li> </ul>	<ul style="list-style-type: none"> <li>Not progressed</li> <li>Achieved</li> <li>Not effectively measured</li> <li>Not achieved not sure of measurement</li> <li>Not achieved, superseded</li> <li>In progress, superseded</li> <li>Achieved and now superseded</li> <li>Presented but proposal abandoned.</li> </ul>
Improve external & internal communication	Implement communications Committee, plans & policies	<ul style="list-style-type: none"> <li>Communication committee approved &amp; all positions filled by 2015</li> <li>Committee develops a communication plan &amp; appropriate policy changes &amp; submits to Board &amp; members for approval by 2015</li> <li>All members confirm receipt of all communication by 2015</li> <li>All eligible members participate in postal votes by 2016</li> <li>International Media &amp; PR plan developed in operation by 2016</li> <li>Increase social media presence in 2015 to 2018</li> </ul>	<ul style="list-style-type: none"> <li>Superseded</li> <li>Superseded</li> <li>Not measured</li> <li>Not achieved</li> <li>In progress, superseded</li> <li>In progress, superseded</li> </ul>