



STRATEGIC PLAN REVIEW

2011 - 2014

This document provides a review of progress from 1 January 2011 until 30 May 2012.

Strategic Goal 1

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

Key Performance Indicators	Key strategies	Status
Timely distribution of information to all National Governing Bodies (NGBs)	<ul style="list-style-type: none"> Develop and implement a communications policy 	In progress
Implement and adhere to the FIL Constitution, Bylaws and Policies.	<ul style="list-style-type: none"> Undertake an annual Board review and two yearly General Assembly review 	Partially achieved – Board review completed Informal review of 2010 GA with members, formal review to be completed for 2012 GA
Comply with relevant legislation, regulations and standards	<ul style="list-style-type: none"> Implement professional and contemporary management practices Establish an audit committee Implement a Board induction process Develop and implement policies for Board and staff including a Risk Management Audit Policy Maintain Directors and Officer liability insurance 	Achieved - financials audited Strategy to be revised – accounts audited Not achieved - in progress Not achieved - in progress and strategy to be revised Achieved
85% NGB satisfaction with FIL	<ul style="list-style-type: none"> Conduct annual satisfaction review 	Not achieved (annual review) – KPI to be revised
85% of NGBs interacting with FIL on a regular basis	<ul style="list-style-type: none"> Provide ongoing engagement opportunities 	In progress – KPI and strategy to be revised
FIL Board and Committee positions	<ul style="list-style-type: none"> Actively seek interested persons and ensure rotation of appointments 	Partially achieved – Committees filled with rotating positions being scheduled
Develop and implement annual FIL Board Operational Plans	<ul style="list-style-type: none"> Hold annual planning and review meetings 	Partially achieved – meetings held as part of regular Board meetings, strategy and KPI to be revised
Develop and review forward 4 year budget	<ul style="list-style-type: none"> Appoint finance committee Develop and implement Finance Policy 	Achieved Partially achieved

Notes:

- Changes were made to the administration position, with emphasis shifted to communications (web) support

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.

Key Performance Indicators	Key strategies	Status
Increase member participation in FIL events by 10% for 2014 Senior Men (30 to 33) Senior Women (16 to 18) U19 Men (12 to 13) U19 Women (10 to 12) Indoor Men (8 to 10)	<ul style="list-style-type: none"> • Provide first time entry support • Adopt divisional structure to promote developmentally appropriate competition 	Partially achieved – strategy & KPI to be revised Achieved Note: Senior Men 2014 (not yet known) Senior Women 2013 (17 teams) U19 Men 2012 (12) U19 Women 2011 (12) Indoor Men 2012 (8)
Appoint host countries for all world events until 2018 (by 2013)	<ul style="list-style-type: none"> • Implement tendering and selection processes including calendar of dates • Establish and maintain calendar of events on website 	Partially achieved Note: 2015 – Scotland 2015 Indoor – to be advised 2016 – U19 Canada 2017 – not yet appointed 2018 – not yet appointed Achieved
Implement World event Bylaws and relevant policies	<ul style="list-style-type: none"> • Review documents at General Assembly • Implement annual event evaluation for all participants 	Achieved Partially achieved – in progress for all events
Undertake athlete drug testing	<ul style="list-style-type: none"> • Implement WADA Anti Doping Policy for in and out of competition testing 	Partially achieved – in competition undertaken, strategy to be revised
Establish and implement process for inclusion in summer Olympics	<ul style="list-style-type: none"> • Achieve membership of Sport Accord • Achieve membership of The International World Games Association 	Achieved In progress – lacrosse to be included in 2017 World Games in Poland

Strategic Goal 3

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

Key Performance Indicators	Key strategies	Status
15% increase in full members by 2014 (from 24 to 28)	<ul style="list-style-type: none"> Review membership subscription structure 	Membership increase achieved (26 members) Membership structure subscription structure review not yet completed.
75% increase in associate members by 2014 (from 9 to 16)	<ul style="list-style-type: none"> Maintain paid Development Officer 	Achieved (19 members)
10% increase in the number of countries participating in all forms of lacrosse	<ul style="list-style-type: none"> Refine strategies for the development of lacrosse in 'new' countries Provide support to developing countries in requested areas Maintain Development Committee Review grant opportunities 	Partially achieved – strategy to be revised Achieved Achieved Achieved
15% increase in number of International Officials.	<ul style="list-style-type: none"> Implement policies and processes for accreditation Develop training materials and resources 	Partially achieved % increase in officials to be advised Partially achieved

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.

Key Performance Indicators	Key strategies	Status
Implement rules that foster, fair play, inclusion, entertainment, innovation and safety	<ul style="list-style-type: none"> Review game rules (women's field, men's field and indoor) at General Assembly Establish an orientation process for new members Provide rules and other necessary resources/documents on website 	<p>Achieved</p> <p>Partially achieved – in progress</p> <p>Achieved</p>
Implement the WADA Anti Doping Policy	<ul style="list-style-type: none"> Communicate the policy and its requirements to the members Oversee implementation of the processes of in and out of competition testing 	<p>Achieved</p> <p>Partially achieved – strategy to be revised</p>
Establish and implement a Safety Committee	<ul style="list-style-type: none"> Access existing National Governing Body structures Create research agenda 	<p>Not achieved – strategy to be revised</p> <p>Not achieved – strategy to be revised</p>
Promote diversity of membership with respect of gender, age and culture	<ul style="list-style-type: none"> Promote flexibility in program delivery and provide guidelines for developing countries 	<p>Partially achieved – KPI & strategy to be revised</p>

Strategic Goal 5

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

Key Performance Indicators	Key strategies	Status
100% brand awareness of FIL by NGBs	<ul style="list-style-type: none"> Promote FIL logo and identity at all FIL and FIL recognised events 	Achieved (at events) and in progress – strategy to be revised
Maintain dynamic and interactive website	<ul style="list-style-type: none"> Develop and implement a marketing plan Review functionality of website and look to include additional components e.g. officials and events 	Not achieved Partially achieved – in progress
Secure major FIL sponsor by 2012	<ul style="list-style-type: none"> Establish sponsorship package 	Not achieved – KPI & strategy to be revised
Provide select range of FIL merchandise	<ul style="list-style-type: none"> Secure merchandise provider 	Achieved (via event contract) – KPI & strategy to be revised