

World Lacrosse Governance Working Group

(established by the World Lacrosse General Assembly, 2019)

(11 August 2020)

Decision/Action #56 – Cover Note for material for submission by the Working Group to the 2020 General Assembly

This document is presented to the 2020 World Lacrosse General Assembly and provides a general outline of the World Lacrosse Governance Working Group, and is intended to give an introductory overview of the work of the Working Group. This overall summary accompanies all the substantive documentation submitted by the Working Group for approval to the 2020 General Assembly. This package of information includes:

• World Lacrosse Governance Working Group Terms of Reference (w/status overview)	2
• Summary of Decisions/Actions submitted to 2020 GA by the Governance Working Group	3
• Decision/Action #53 – General Assembly (GA) Agenda items	6
• Decision/Action #10 – World Lacrosse Handbook	10
• Decision/Action #23 – ‘Governance 101’ for World Lacrosse	21
• Decision/Action #24 – World Lacrosse Organizational Diagrams	27
• Decision/Action #25 – ‘Finance 101’ for World Lacrosse	36

Detailed information regarding the work of the World Lacrosse Governance Working Group is available through the World Lacrosse [Governance Working Group – Tracker](#). The Tracker contains the full set of issues and Decisions/Actions which have been considered by the Working Group. Some of these are herein submitted to the 2020 General Assembly, while it is anticipated for others that they will go to the 2021 General Assembly (pending approval under Decision/Action #8 to continue the work of the Working Group for a further year).

Feedback and commentary on any of this material may be provided directly through the relevant Continental Federation representatives, or the Athletes Commission representative, on the Working Group (see list of members included in the Terms of Reference).

The World Lacrosse Governance Working Group has been committed to consistently reflecting on the question of “Why Is This Work Necessary” and the reasons agreed by the Group are:

- 1) The World Lacrosse Organisational Structure Has Changed
- 2) The Current World Lacrosse Strategic Plan Calls for Major Growth
- 3) There is a Need for Operational Efficiencies
- 4) Within the Sector, there is an Evolution of Sport Organizations to Businesses for Similar Bodies
- 5) There is a Need for Accountability Back to the World Lacrosse Members (NGBs)

Common Themes which have emerged throughout its deliberations are:

- 1) The importance of Communication as a tool for Good Governance
 - 2) Configuration of CFs and their relationship with World Lacrosse and with NGBs
 - 3) Financial Reporting and Transparency
-

Terms of Reference

Members: Sue Redfern (World Lacrosse, Co-Chair); Michael Kennedy (Athletes Commission, Co-Chair); Tomohiro (Tak) Takasaka (APLU representative); Ann Kitt Carpenetti (PALA representative); Steph Migchelsen (ELF representative); Ron Balls (World Lacrosse representative); Jim Scherr (World Lacrosse representative)

Advisors: Eric Parthen (World Lacrosse staff governance advisor); Howard Borkan (Legal Advisor); Rob McCutchan (World Lacrosse Legal Counsel); Steve Roush (Independent Advisor)

Purpose: To consider the World Lacrosse constitution, by-laws, policies, committee structures, continental federation relationships and governance and management arrangements (“governance documentation”), and make recommendations about how they might be amended and enhanced, to maximize their agility, effectiveness and transparency.

Principles: Principles the group will work within: Transparency; Integrity; Inclusion of different cultures throughout the world to find best solution; Accountability; Maintain/utilize government standards consistent with the highest caliber sports federations (consistent with what the IOC is looking for); Recognition that World Lacrosse is incorporated in New York, and that WL has to work within the US non-profit laws to ensure that the IRS 501c(3) status is retained in order to get donors; Minimum representation of one person from each region; The Working group is intended to be a short term working group rather than a long term committee with an aim of providing revised documents to be voted on in the GA2020.

Terms of Reference:	Priority (see Decision/Action #5)	Status
a) Review the existing World Lacrosse governance documentation to identify opportunities for consolidation and simplification.	1	
c) Consider the relationship and responsibilities of World Lacrosse in relation to the new Regional Federations and the member/associated member NGBs.	1	
d) Implement the decisions made at the 2019 World Lacrosse General Assembly relating to the governance documentation.	1	
f) Benchmark the World Lacrosse governance documentation against comparable international sporting (and other similar corporate and/or not-for-profit) bodies to ensure alignment with international best practice.	1	
g) Consider issues of compliance in relation to any and all World Lacrosse national and/or international legal obligations.	1	
h) Consider issues of gender, equality and diversity in the development of the revised governance documentation.	1	
i) Fulfills its delegated authority subject to compliance with statutory or legislative requirements.	1	
k) Develop a set of organizational diagrams and process flow diagrams which are focused on effective governance.	1	
m) Develop an effective communication mechanism for the flow of information between the WL, the Board, the CFs and the individual member NGBs.	1	
n) Establish a process and schedule for regular review of the WL constitution, bylaws and policies.	1	
b) Assess how the WL governance structure and policies are serving the membership, and recommend changes necessary to ensure effective operation of WL.	2	
j) Ensure alignment and consistency of the governance documentation with the World Lacrosse NGB Toolkit.	2	
q) Consider the best way to manage rules review procedure without every rule having to go to the GA.	2	
e) Evaluate any and all external guidelines, including those produced by the International Olympic Committee and other relevant bodies, and ensure alignment of World Lacrosse governance documentation with these.	3	
l) Develop strategies to assist new and aspiring board and committee members to develop advanced governance knowledge.	3	
o) Create a board skills matrix in collaboration with the WL Nominations Committee.	3	
p) As the international federation continues to grow and evolve, work for continued clarity in the roles and responsibilities of the Board of Directors, General Assembly and Management Team.	3	

Summary of Decisions/Actions submitted to 2020 GA by the Governance Working Group

Decision/ Action items		Notes	Status
5		Terms of Reference - divided into Priority 1, 2 and 3	
7		Communication - from NGBs to go through CF representatives (both ways), also MK to Athletes Commission	
8		The WG agreed to propose to the 2021 GA that its work continue for an additional year, to the 2021 GA in Towson, Maryland, USA	
10		Consolidation of all WL governance documentation into one document. UPDATE: The WG agreed at the Dublin Workshop (17-19 January) to organise the documents into a more logical structure to make them easier to access and understand, as follows: 1) Constitution (existing WL value statement to be integrated into the Constitution); 2) By-Laws; 3) Governance Manual (add reference to NGB Toolkit); 4) Policy Manual; 5) Technical Manual for Events (title then changed to Event Hosting and Competition Manual'). The WG accepted the general 'direction of travel' with this documentation at its meeting of 3 June and this work has therefore continued on that basis. The WG agreed and confirmed at its meeting of 16 and 18 June that the proposal to be made to GA is to approve the direction of travel, not final versions of documents (the intention is for final versions to go to the 2021 GA) - this nuance will be clearly communicated via the World Lacrosse Stakeholder Engagement Series webinar on 9 July . In advance of that webinar, a short document was circulated to the NGBs with a cover note summarising the work and what it is we want the NGBs to feed back to us on, plus the document 'DA_10_0_WL Handbook (Summary)' which shows the 'direction of travel'. The document is ready for submission to the 2020 GA . Progress on Decision/Actions #13-19 are also pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA.	
13	ToR a	Remove Board & Committee ToR from Constitution and put into Governance Manual.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
14	ToR a	Add CFs into Constitution, currently defined as 'allied members' but this should be supplemented by a specific reference to CFs.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
15	ToR a	Refer to Governance Manual in Constitution.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
16	ToR a	Combine By-Laws Appendices A, B, C + add CF and NGB membership criteria; allied members must apply to Board and be approved by GA (and must pay a fee).	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
17	ToR a	By-Law, Appendix D, Anti-Doping – links to WADA banned substances list; define what WL is in control of, and what they are not; NGBs responsible to national testing authorities, CFs responsibilities in this area to also be outlined; all have to be signatories to the WADA code.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
18	ToR a	By-Laws, new Appendix for 'SafeSport', NGBs must comply with the SafeSport/child protection policies as determined by the relevant nation agency.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA
19	ToR a	By-Law, Event By-Laws, exists, to be added here as Appendix F, refer to Technical Manual for Events.	Pending approval of 'direction of travel' for Decision/Action #10 at 2020 GA

20	ToR a	By-Law, possible new Appendix for CF discussed; how CFs are to be addressed in the By-laws to be determined by the outcome of Decision/Action #28.	See Decision/Action #28	
23	ToR k	Clarify and publish the process for proposing/amending the constitution, by-law, policy, etc. in a user-friendly way ('Governance 101 for World Lacrosse'). UPDATE: Eric has worked on this with Jim and shared a draft with the WG at its meeting of 16 June . Further feedback on it from the WG was received, with an updated version considered by the WG at its meeting of 29 June , discussion at the 9 July webinar, and finalisation for submission to the 2020 GA .		
24	ToR k	Organizational diagrams, a first draft of these was considered and discussed by the WG; they will continue to be worked on. The current plan is to ensure they are included in the Governance Manual. UPDATE: It was also agreed at the 3 June Zoom call to reserve the right to the World Lacrosse Board to keep some Working Groups confidential as they deem appropriate. It was further agreed at the 16 and 18 June WG meetings that this item will feature in the 9 July webinar. The diagrams have been finalised for submission to the 2020 GA .		
25	ToR k	<p>Clarify and publish a basic outline of the distribution of financial responsibility in a user-friendly way ('Finance 101 for World Lacrosse'), addressing:</p> <ul style="list-style-type: none"> - GA (Constitution 5.2.4) – approve the forward (generally 2-4 year period) budget and authorize the Board to manage the budget. - Board – established the Finance and Audit Committee on 29 September 2019 (which includes representatives from NGBs), not met yet, first meeting likely by February; membership of committee not yet finalised, Chaired by WL Secretary General. - CEO – proposal revisions to delegated financial authority (inc. finance matrix) for financial matters to go to the Committee, and then onwards to the Board, progress on these matters to be reported to GA 2020. - Reporting, Financial Statements – 2 interim financial statements per annum need to be published on WL website; audited accounts (990 status in US) will need to be published on the WL website. The last (Quarter 4) summary of funds to NGBs – this was included as Appendix B in Communication #2). - Concerns have been raised by some NGBs and CFs about the WL financial position. The WL Board is therefore sharing the latest financial information which the Board receives (Appendix B) to address this. One of the key tasks of the Finance & Audit Committee is to develop and publish a financial matrix to outline decision-making and finances. WL will publish two financial statements- one interim report shared via email and one final/end-of-year report included in GA documents. - Financial information about world event hosting to be made available to the WL members; the exact format and process for circulation/publication to be determined by the Finance & Audit Committee. - Any and all financial queries should go to the Chair of the Finance & Audit Committee (WL Secretary General), with an operational queries to go to the CEO. UPDATE: Eric noted that this was being worked on and is due to be discussed by the WL Finance & Audit Committee in the near future. It was also noted that a number of constructive suggestions on this were received from the ELF Governance Advisory Group, and these will be considered by the WL Finance & Audit Committee. <p>This document is ready for submission to the 2020 GA.</p>		

27	ToR c	The alignment of CF qualifying events and world events going forward will be an item for discussion at the 2020 GA. CFs must be part of the discussion/consultation on this prior to its circulation to the World Lacrosse members.		
28	ToR c	WG agreed to delegate responsibility for this item (ToR(c) – consider the relationship and responsibilities of World Lacrosse in relation to the CFs and the member/associated member NGBs) to Steph/Tak/Ann/Jim/Ron/Steve (with opportunity for consultation with a representative from Africa); to report back to the WG as appropriate. UPDATE: This group considered the possibility of making this topic the subject of a break-out session at the 2020 GA, but as that GA is now virtual, the WG agreed that this is likely to be unviable. This discussion and ongoing consultation is continuing.		
31	ToR h	Documentation relating to the area of gender, equality and diversity which US Lacrosse has will be made available to the members of the WG, with further consideration of how any of it might be integrated with World Lacrosse documentation to be discussed at a future meeting of the WG. The WG noted that Stonewall UK can also provide advice in this regard. Additional resources from other countries to also be sought, via survey of NGBs sent from CFs. Consideration of adaptive lacrosse (inc. wheelchair lacrosse) to also be considered as part of this. UPDATE: Steph & Ann have devised a simple survey and this has been distributed on 5 June to NGBs and CFs (via Natasha Brophy of WL). The deadline for response is 15 June (ie before the next meeting of the WG). UPDATE: the outputs of the survey will be shared with the WG and Rob McCutchen will adapt this to World Lacrosse purposes. Also, the WG agreed that this subject - together with Decision/Action #32 - would be the subject of a future WL webinar.	A person will need to be designated to draft a World Lacrosse policy on this (based on survey feedback received) and the person who will be asked to do this is Rob McCutchen	
32	ToR h	Steph and Ann to draft summary of key points for inclusion in a statement from World Lacrosse on equity and values, the WG will make recommendations about where this statement should be published (inc. within the governance documentation and/or as part of the WL communication strategy) to the GA in due course. UPDATE: The WG agreed that this subject - together with Decision/Action #31 - would be the subject of a future WL webinar.	As with Decision/Action item #30, a person will need to be designated to draft a World Lacrosse policy on this (based on survey feedback received) and the person who will be asked to do this is Rob McCutchen	
34	ToR n	The WG agreed that regular review of all governance documentation needs to happen on an ongoing basis, but the initial exercise (ToR a) items) should be completed first before making any determination on ToR n). The WG also agreed to combine this ToR item n) with ToR item f), and move them to Priority 3.		
53	General	The WG agreed that a summary of documentation for submission to 2020 GA is required, to encompass any Governance WG submissions, plus any other submissions for GA consideration. This document is ready for submission to the 2020 GA .		
56	General	As per feedback on the 9 July webinar, develop a cover note, Governance WG Terms of Reference (with prioritisation of items as per Decision/Action #5) and an RAG rating, to be used as a Cover Note for submission of all material to the 2020 GA .		

Decision/Action #53

General Assembly 2020 – Legislation changes

The purpose of this document is to set out the major changes being proposed by the World Lacrosse Board (in consultation with the Governance Working Group) to the Constitution and Bylaws, which are subject to a two-thirds majority vote, at the General Assembly (GA).

These relate to the existing documentation and will be incorporated into the proposed new structure when agreed by the Membership.

Note the numbers refer to the paragraph numbers in the existing documentation

Documentation Structure

Revised structure proposed by the Governance Working Group (GWG) covering all documentation with five (5) major categories, these being:

1. Constitution
2. Bylaws
3. Governance Manual
4. Policies, Protocols and Procedures
5. Event Hosting and Competition

Separate documentation will be sent out regarding the proposed revision

Constitution

Membership (4)

GWG discussions regarding the relationship of World Lacrosse and the Continental Federations (CFs) are ongoing. It is hoped that these progress sufficiently in time to permit a proposal of setting up an additional category of membership specifically to cover the Continental Federations.

There is a proposal emanating from some Asia Pacific Lacrosse Union (APLU) members to change the membership structure such that members report through CF rather than direct to World Lacrosse (WL). The CFs would be the members of WL. This proposal is not supported by the WL Board or by the GWG.

GA Structure (5.1)

To propose that the General Assembly consists of the membership the Board and the Athletes Commission.

GA Voting (5.6)

There are two significant changes being proposed:

- a) The Board, as a collective body, should only have one vote
- b) In common with many other International Federations it is appropriate to give an increased emphasis to the voice of our Athletes and their ability to influence decision making. The proposal is that this should be at the 20% level initially and possibly growing in the future. To achieve this it is proposed that all elected members of the Athletes Commission are entitled to cast a vote at the GA.

Auditors (5.2.14 & 7.1.6)

It is proposed that the independent Auditors are a Board appointment, following recommendation by the Finance and Audit Committee (rather than GA) and advised to the membership.

Board (6)

It is proposed that the Chief Executive Officer (CEO) is a Board member with voting privileges

It is proposed that the Athletes Commission Vice-Chair is a Board member with voting privileges

It is proposed to create a new Board position for a Director of Diversity and Inclusion, with voting privilege. This will be member elected.

Financial (7)

To delete the reference to Committee members expenses being the responsibility of the relevant Member National Governing Body (NGB). (7.6). This is no longer appropriate.

Disciplinary Action (14)

Proposal to include appropriate wording as section 14.2 for the termination of a Director / Board member. This was identified at the General Assembly in 2018 as omitted from the documentation and the proposal to include this in 2019 was delayed with the setup of the Governance Working Group.

Formal GA documentation will show the proposed wording in the Constitution.

Bylaws

Relevant sections of the Bylaws will be updated to reflect decisions made regarding the possible new membership category of Continental Federations, and the overall relationship of WL and the CFs, when agreed by the GWG and will be presented to the membership for agreement.

Other major items for the GA

Consultative papers have in some instances already been sent out and others are to follow, in advance of the formal GA documentation, and as appropriate membership webinars organized to cover:

Events including:

- Proposal to change the U19 event to U20
- Proposal to move the Men's Seniors from 2022 to 2023
- Proposal to move the Men's Indoors from 2023 to 2024
- Event Structure
- Overall Event Calendar

Event Hosting and Competition Manual

Proposal for a new comprehensive manual which will replace and extend a number of existing event related documents and cover additional areas.

Rules

Harmonized rules document (covering relevant disciplines)

Men's Field Rules

6 x 6 Men

6 x 6 Women

Eligibility

Proposed new Eligibility Criteria

Postal Vote considerations

Recognizing that the GA this year will be virtual (Zoom) and to a much more restricted duration than usual a number a number of matters are currently being considered for postal vote, these include:

Constitution and Bylaws

Items of detail not covered in the Virtual GA

Protocols

This is intended to cover those aspects of documentation (currently within Bylaws and Policies) that are directed external to WL by medical professionals, WADA etc. and we follow the guidelines given. It is intended that Protocol would be Board approved rather than GA.

Documents currently planned for this category include:

- Concussion

- GDPR Data Protection

- Hydration

- WADA stipulated requirements (note that the Anti- Doping Policy document would still remain as being for member consideration)

There will also be a number of protocols in the Event Hosting and Competition Manual

Policies

Those that relate to member obligations and rights that require membership agreement.

- Eligibility (current document) to cover:

 - Corrections and points of clarity identified

 - Appendix C Age Guidance updates with the move of the Men's U19 to 2021 and change to U20

Documents for these items will be sent out at a later date.

Ron Balls
Secretary General
17th July 2020



Governance Working Group

Decision/Action #10 – consolidation of all World Lacrosse governance-related documentation (Constitution, Bylaws, Policies, Procedures, etc) in a more user-friendly and easily accessible format (i.e. a “**World Lacrosse Handbook**”). This relates to already existing/approved items, not new policies or policy changes.

GA 2020 will be asked to approve the general ‘**direction of travel**’ for the draft **World Lacrosse Handbook**. This does not involve change to the current content, it only involves a re-structuring of existing material into a more logical and accessible structure. The objective is to make all of this material easier for all stakeholders to interact with.

The document provided overleaf (**World Lacrosse Handbook (Summary)**) therefore outlines the Table of Contents for the five individual components of the proposed World Lacrosse Handbook:

- 1) World Lacrosse Constitution
- 2) World Lacrosse Bylaws
- 3) World Lacrosse Governance Manual
- 4) World Lacrosse Policy, Protocol and Procedure Manual
- 5) World Lacrosse Event Hosting and Competition Manual (NOTE: this is a place-holder; this Manual is currently in development)

Structural changes to the documentation are noted in **RED** or **BLUE**, and **Appendix A** of the document provides an inventory of all the relevant –existing/approved – documents which have been used as a basis for development of the draft **World Lacrosse Handbook**.

World Lacrosse Handbook (Summary)

(v1.0, 15 July 2020)

The **World Lacrosse Handbook** consists of:

1. **World Lacrosse Constitution**
2. **World Lacrosse By-Laws**
3. **World Lacrosse Governance Manual**
4. **World Lacrosse Policy, [Protocol and Procedure](#) Manual**
5. **World Lacrosse Event Hosting and Competition Manual**

This Handbook was created by the World Lacrosse Governance Working Group and is aimed at consolidating existing governance-related documentation in a way which will make it more easily accessible, and which creates a framework through which it is possible to consider changes and amendments to the full suite of documentation going forward, based on consultation with World Lacrosse members, discussion and decision at the World Lacrosse General Assembly, and benchmarking against international best practice.

This document provides an overview of the structure of the **World Lacrosse Handbook** as a whole, including the **Table of Contents** of each of the five parts. **Appendix A** provides a background summary of the origins/status of the documentation which was used to develop this Handbook.

A **Version History** for each of the five documents is included at the end of each. Amendments to the **World Lacrosse Handbook** may be proposed to the World Lacrosse General Assembly (GA), and should always include the relevant section number(s). Responsibility for the ongoing management, maintenance and implementation of the **World Lacrosse Handbook** lies with the **World Lacrosse Board**. Questions may be sent to [[Finance & Governance Director email](#)].

Table of Contents

1. **Constitution**
 - 1.1 Definitions
 - 1.2 Name
 - 1.3 Language, Governing Law and Interpretation
 - 1.4 Objectives
 - 1.5 Membership
 - 1.6 General Assembly
 - 1.7 Board
 - 1.8 [Committees, Sub-Committees, ~~and~~ Commissions and Working Groups](#) (added from section 7 of [Bylaws and Appendix E of Bylaws](#), [reference to Working Groups is new](#))
 - 1.9 Financial
 - 1.10 Constitution, [Bylaws, Procedures, Policies and Playing Rules](#)
 - 1.11 [Postal/Electronic \(e-mail\) Voting](#) (added from section 13 of [Bylaws](#))
 - 1.12 Anti-Doping
 - 1.13 [Disputes and the](#) Court of Arbitration for Sport (CAS)
 - 1.14 Dissolution and/or Merger

Note: previous existing Constitutional provisions for ‘Disputes Between Members’, ‘Disputes Between a Member and the WL Board’, ‘Disciplinary Action’ and ‘Appendix A – Discipline of Members’ moved to sections 3.9, 3.10 and 3.11 of Governance Manual. ‘Member Financial Loss’ moved to Bylaw 2.5.

2. Bylaws

- 2.1 Membership Criteria (moved up from original Appendix A of Bylaws; except Membership Rights, Obligations and Expectations moved to Governance Manual; and Membership Review moved to Bylaw 2.4)
 - 2.1.1 Guidelines
 - 2.1.2 Full Membership
 - 2.1.3 Associate Membership
 - 2.1.4 Allied Organization
- 2.2 Membership Approval
- 2.3 Membership Subscriptions
- 2.4 Membership Review (extrapolated from original Appendix A of Bylaws)
- 2.5 Finance (inc. Member Financial Loss from Constitution)
- 2.6 Licenses
- 2.7 International Visits
- 2.8 International Competition
- 2.9 Recognition and Awards (Awards moved down from 4 of Bylaws and added to from Appendix B of Policy Manual)
- 2.10 Anti-Doping (inc. WL WADA Rules)

Note: previous existing Bylaws provisions for ‘Member’s Management Obligations’, ‘Board Composition’ and ‘Board Responsibilities’ moved to sections 3.6, 3.1 and 3.2 (respectively) of Governance Manual; ‘Committees’ and related Appendix E moved to 1.8 of Constitution; ‘Postal/Electronic (e-mail) Voting’ moved to 1.11 of Constitution. Bylaw Appendix A.4 and Appendix B moved to 3.6 of Governance Manual. Bylaw Appendix C consolidated with Bylaw 2.3. Bylaw Appendix D consolidated with Bylaw 2.10.

3. Governance Manual

- 3.1 World Lacrosse Board Composition (moved from Bylaw 5)
- 3.2 World Lacrosse Board Roles and General Responsibilities (some content moved from Bylaw 6)
- 3.3 World Lacrosse Board Code of Conduct (includes items on Bank Withdrawals, Salaried Staff and Recognition and Awards moved from World Lacrosse Policies 10, 11 and 12 respectively)
- 3.4 Board, Committees, Sub-Committees, ~~and~~ Commissions and Working Groups
 - 3.4.1 Terms of Reference for each to be included here, to include:
 - Finance and Audit Committee
 - International Relations Committee
 - Nominations Committee
 - Remuneration Committee
 - Competition Committee
 - Development Committee
 - Education and Training Committee
 - Officiating Committee (Sub-Committees: Indoor, Men’s Women’s)
 - Rules Committee (Sub-Committees: Indoor, Men’s Women’s)
 - Athletes Commission
 - Women in Sport Commission
 - Diversity and Opportunity Commission
 - Ethics Commission (to be proposed at GA 2020)
 - Medical Commission (to be proposed at GA 2020), w/ TUE sub-commission

- 3.5 General Assembly Meetings
 - 3.5.1 Organization
 - 3.5.2 Language
 - ~~3.5.3~~ [Documentation](#)
 - ~~3.5.4~~ [Notice of GA Meetings](#)
 - ~~3.5.5~~ Attendance at GA meetings
 - 3.5.64 NGB Nominated Contact / GA Delegate
 - 3.5.75 Voting Process
 - 3.5.86 Guidelines for Sector voting
 - 3.5.97 Meeting Standing Orders (also with World Lacrosse Policies Appendix A added)
 - 3.5.108 [Election of the Board](#)
 - ~~Travel Expenses for Board~~
 - ~~3.5.9~~ [Accommodation Expenses for Board](#)
 - ~~3.5.10~~ [Expenses for Committee Members](#)
 - ~~3.5.11~~ [Expenses for GA Delegates / Observers](#)
 - 3.5.112 Rule Changes – Timings
 - 3.5.123 Annual [Member Reports](#) (inc. Template) (Template added from Appendix C of World Lacrosse Policies)
 - 3.5.134 Flags and Banners
 - 3.6 Member Rights, Obligations and Expectations (moved from Bylaws Appendix A.4 and Appendix B)
 - 3.7 Code of Ethics
 - 3.8 Code of Conduct Betting Integrity
 - 3.9 Disputes Between Members (moved from Constitution 10)
 - 3.10 Disputes Between a Member and the World Lacrosse Board (moved from Constitution 11)
 - 3.11 Disciplinary Action (Discipline of Members) (moved from Constitution 14, and Constitution Appendix A)
 - 3.12 Code of Conduct Disciplinary Procedures
 - 3.13 NGB Constitution Template
 - 3.14 CF Constitution Template (pending)
- 4. [Policy, Protocol and Procedure Manual](#)**
- 4.1 [Athlete Entourage Policy Guidelines](#)
 - 4.2 Finance Policy
 - 4.3 Gender Equality and Diversity Policy (includes 'WL Gender Determination Guidelines')
 - 4.4 Whistle Blower Policy
 - 4.5 Conflict of Interest Policy
 - 4.6 Safe Sport Policy
 - 4.7 Data Protection Policy
 - 4.8 Data Protection Protocols
 - 4.9 Information Security Policy
 - 4.10 Player Eligibility [Policy and](#) Criteria
- 5. Event Hosting and Competition Manual** (this item is being developed by Lindsay Impett, WL Director of Events; and Fiona Clark, WL Competitions Director)
- 5.1 Introduction
 - 5.1.1 Vision, Mission and Values
 - 5.2 Governance and Finance
 - 5.2.1 Language and Communication
 - 5.2.2 Legal Provisions
 - 5.2.3 Selection and Neutrality of Organiser
 - 5.2.4 Event Title and Naming Rights
 - 5.2.5 Event Dates and Scheduling

- 5.2.6 Historical World Cup Results
- 5.2.7 Roles and Responsibilities
- 5.2.8 Finance
- 5.2.9 Insurance
- 5.2.10 Project Management
- 5.2.11 Knowledge Transfer and Post Event Reporting
- 5.3 Rights Allocation and Licensing
 - 5.3.1 Ownership of Commercial Rights
 - 5.3.2 Broadcast
 - 5.3.3 Sponsorship
 - 5.3.4 Ticketing
 - 5.3.5 Merchandising and Licensing
 - 5.3.6 Hospitality
- 5.4 Marketing and Promotion
 - 5.4.1 Brand Identity
 - 5.4.2 Marketing and Promotional Plan
 - 5.4.3 Digital Promotion
 - 5.4.4 Media Partnerships and Advertising
- 5.5 Sport Competition
 - 5.5.1 Competition Format
 - 5.5.2 Competition Rules and Regulations
 - 5.5.3 Participating Teams, Qualification and Eligibility
 - 5.5.4 Entry Process and Registration
 - 5.5.5 Team Services
 - 5.5.6 Sport Facilities, FOP and Equipment
 - 5.5.7 Officials
 - 5.5.8 Medical
 - 5.5.9 Anti- Doping
 - 5.5.10 Safeguarding
- 5.6 Wider Event Operations
 - 5.6.1 Accreditation
 - 5.6.2 Accommodation and Catering
 - 5.6.3 Media Operations
 - 5.6.4 Safety and Security
 - 5.6.5 Technology
 - 5.6.6 Transportation
 - 5.6.7 Venue and Infrastructure
 - 5.6.8 Workforce Operations
- 5.7 Wider Event Considerations
 - 5.7.1 General Assembly
 - 5.7.2 Event Presentation, Ceremonies and Protocols
 - 5.7.3 Medals and Awards
 - 5.7.4 Event Festival
 - 5.7.5 Legacy and Development
 - 5.7.6 Impact Management

Appendices

1. List of Policies and Procedures
2. Acronyms and definitions
3. Historical World Cup Results
4. Role Descriptions
5. Delivery Structure Organisational Diagram
6. Milestone Plan

7. Risk matrix Template
8. Sponsorship Structure
9. Brand Guidelines
10. Pre-match schedule
11. Post-match schedule
12. Steps for a Delay, Postponement or Cancellation
13. Non-Compliance Policy
14. Athlete Code of Conduct
15. Team Staff Code of Conduct
16. Officials Code of Conduct
17. Officials Conflict of Interest Declaration
18. World Event Debt Policy
19. Team Withdrawal Policy
20. Replacement Policy
21. Discipline Policy
22. Betting Integrity Policy
23. Damages Policy
24. Appeals Process
25. Qualification Guidance
26. Eligibility Policy
27. Team Uniform Policy
28. TSR Equipment List
29. Ball Person Protocols
30. Technical Delegate Job Description (Women's)
31. Medical Host Manual
32. Concussion Policy
33. Hydration Policy
34. Sexual Abuse Position Statement
35. Injury Report Form
36. Anti-Doping Policy
37. Safeguarding Policy
38. Facility Schedule

Note: The Event Hosting and Competition Manual is an extensive document which includes new material, and also existing material inclusive of the following:

- WL Women's World Event Bylaws
- World Championship Handbook
- WL Event Naming Policy
- Player Code of Conduct
- Staff Code of Conduct
- Officials Code of Conduct
- Code of Conduct – Disciplinary Procedures
- World Event Officials Conflict of Interest
- Withdrawal of Teams Policy
- Forfeiture Policy
- Hydration Policy
- WL Concussion Policy
- WL Gender Determination Guidelines (**Note:** moved to 4.3 'Gender Equality and Diversity Policy')
- World Event Financials
- World Event: Residual Debts
- Anti-Doping Procedures
- Anti-Doping – ISPPi

Items in Development, to be integrated with the World Lacrosse Handbook in due course, subject to relevant approval

- CF – WL Bylaw Appendix
 - Sustainability
 - Continental Federation (CF) Constitution template
 - Sanctioning of Events
 - Awards
 - Code of Ethics / Ethics Commission
 - General Assembly Policy (conduct of meetings)
 - Gifts and Hospitality
 - Meeting Standing Orders
 - Anti-Corruption
 - Document Retention Policy
 - Harassment Policy
 - Procurement Policy
-

DRAFT

Appendix A – List of World Lacrosse ‘As Is’ Governance-related documentation, which was used as the basis for development of the World Lacrosse Handbook, with the relevant dates

NOTE: numbering reflects ‘as is’ within existing documentation unless otherwise noted.

CONTENT	VERSION
1. Constitution	August 2019
Definitions	
1. Name	
2. Language, Governing Law and Interpretation	
3. Objectives	
4. Membership	
5. General Assembly	
6. Board	
7. Financial	
8. Constitution, Rules and By-Laws	
9. Anti-Doping	
10. Disputes Between Members	
11. Disputes Between a Member and the WL Board	
12. Member Financial Loss	
13. Court of Arbitration for Sport (CAS)	
14. Disciplinary Action	
15. Dissolution and/or Merger	
Appendix A – Discipline of Members	
2. By-Laws	August 2019
1. Membership Approval	
2. Membership Subscriptions	
3. Member’s Management Obligations	
4. Awards	
5. Board Composition	
6. Board Responsibilities	
7. Committees	
8. Finance	
9. Licenses	
10. International Visits	
11. International Competition	
12. Anti-Doping	
13. Postal/Electronic (e-mail) Voting	
Appendix A – Membership Criteria	
1. Guidelines	
2. Full Membership	
3. Associate Membership	
4. Membership Rights, Obligations and Expectations	
5. Allied Organization	
6. Membership Review	
Appendix B – WL Member Rights, Obligations and Expectations	

Appendix C – Membership Subscriptions

Appendix D – WL WADA Rules

Appendix E – WL Committee / Commission Composition

3. Governance Manual

- Board Roles & General Responsibilities
- Finance & Governance Director Job Description
- World Lacrosse Board Code of Conduct
- *Board, Committees, Sub-Committees & Commissions*
 - Athletes Commission
- NGB Constitution Template

20 January 2020

April 2020

June 2016

July 2016

March 2019

4. Policy Manual

1. World Lacrosse Policies
 1. Organization
 2. Attendance at GA meetings
 3. Voting Process
 4. Guidelines for Sector voting
 5. Meeting Standing Orders
 6. Travel Expenses for Board
 7. Accommodation Expenses for Board
 8. Expenses for Committee Members
 9. Expenses for GA Delegates / Observers
 10. Bank Withdrawals
 11. Salaried Staff
 12. Awards
 13. Annual Report
 14. NGB Nominated Contact / GA Delegate
 15. Rule Changes – Timings
 16. Flags and Banners
 17. Appointment of Committee Chairs

July 2018

Appendix A – Meeting Standing Orders

Appendix B – Recognition and Awards Program

Appendix C – Annual Report Template

- Code of Ethics
- Code of Conduct Disciplinary Procedures
- Code of Conduct Betting Integrity
- Entourage Guidelines
- Finance Policy
- Gender Equality and Diversity Policy
- Whistle Blower Policy
- Conflict of Interest Policy
- Safe Sport Policy
- Data Protection Policy
- Data Protection Protocols
- Information Security Policy
- Player Eligibility Criteria

July 2016

January 2015

July 2014

July 2014

June 2012

August 2019

August 2019

31 January 2020

N/A

February 2019

January 2019

January 2019

2018 & Sept 2019

5. Event Hosting and Competition Manual

• WC World Event Bylaws	June 2012
• WL Women's World Event Bylaws	May 2019
• World Championship Handbook	N/A
• WL Event Naming Policy	August 2019
• Player Code of Conduct	September 2019
• Staff Code of Conduct	September 2019
• Officials Code of Conduct	May 2015
• Code of Conduct – Disciplinary Procedures	N/A
• World Event Officials Conflict of Interest	September 2019
• Withdrawal of Teams Policy	July 2016
• Forfeiture Policy	July 2016
• Hydration Policy	July 2014
• WL Concussion Policy	August 2019
• WL Gender Determination Guidelines	August 2019
• World Event Financials	October 2019
• World Event: Residual Debts	31 January 2011
• Anti-Doping Procedures	7 July 2018
• Anti-Doping – ISPPi	N/A

Items in Development

- CF – WL Bylaw Appendix
- Sustainability
- Continental Federation (CF) Constitution template
- Sanctioning of Events
- Awards
- Code of Ethics / Ethics Commission
- General Assembly Policy (conduct of meetings)
- Gifts and Hospitality
- Meeting Standing Orders
- Anti-Corruption
- Document Retention Policy
- Harassment Policy
- Procurement Policy

Other

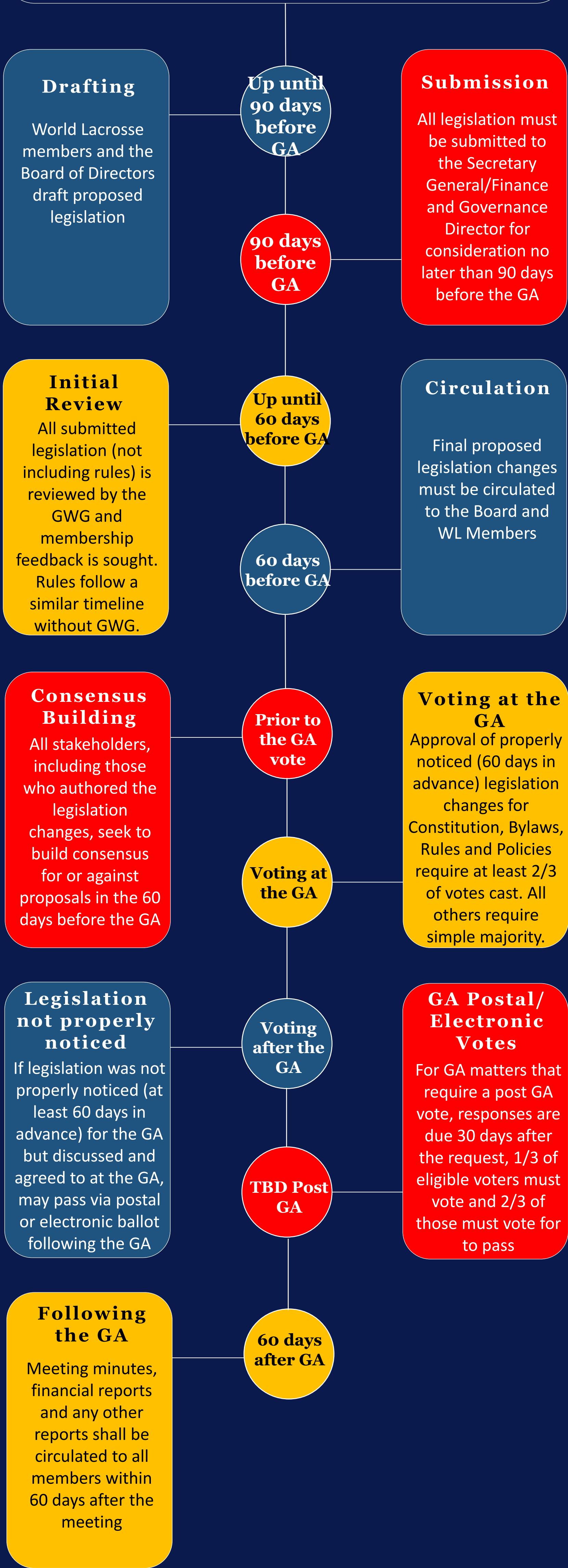
- Playing Rules – Women's, Men's, Indoor [**proposal is not to include these in the WL Handbook**]
- NGB Toolkit [**proposal is not to include these in the WL Handbook**]

DRAFT

2020 World Lacrosse Legislative Process



Below is a visual chart that lays out the process for legislation to be approved by the General Assembly. This includes amendments to the Constitution, Bylaws, Rules and Policies.



General Assembly Responsibilities

- Versions, formats, forms of lacrosse
- Elect the Board of Directors, determine structure
- Constitution, Bylaw, Policy changes
- Sector voting (rules, competition/events)
- Approve Strategic Plan
- Approve “forward budget (generally 2-4 years)”
- Oversee Board activity and performance
- Receive and review Board reports
- Agree on the “general structure” of Committees
- Approve Board recommendations on risk management
- Set policies and criteria for new members
 - Membership approval and renewal
 - Conditions and responsibilities of membership
- Review audited financial statements
- Approve auditors
- Attend GA, submit delegates at least 30 days prior
- Anti-doping
- Merger, amalgamation, dissolution of WL
- Membership subscriptions
- Appoint intellectual property licenses under WL

Voting Occurs As Follows:

- Changes in Constitution, Bylaws, Rules, Policies and Membership requires 2/3 of those present, all other issues requires simple majority

Board of Directors Responsibilities

Governance

- Report to the GA annually
- Develop policies for approval at GA, implement
- Chair GA, establish Board meeting and GA agendas (President)
- Call for postal votes
- Fill appointed Board positions and temporary Board positions
- Committee details including appointing committee Chairs, sub committees, ad hoc working groups, oversight, direction, review progress
- All powers of GA in between GA meetings except:
 - Constitution and Bylaw changes
 - Amend or revoke previous GA resolution
 - Action in conflict of GA or Bylaws
 - Rule changes
 - Eligibility requirements
 - Increase in member dues
 - New WL events
 - Changes in GA or event calendar
 - Approve new members

Membership

- Through Dev Committee, work with prospective members and present for GA approval.
- Approve change in membership status including suspension if necessary
- Request member reports
- Appoint Allied organizations
- Dispute resolution (VP) and hearing panels (3 Board members)
- Appeals tribunal appointment

Board of Directors Responsibilities (cont'd)

Strategy and Operational Oversight

- Day-to-day oversight of WL
- Strategic direction, guidance, management oversight
- Recommend risk management
- Exercise risk management, legal and compliance obligations
- Select, manage, evaluate performance of CEO
- Approve contracts
- Implement and monitor anti-doping
- Prepare, seek approval and implement Strategic and Operational Plans and monitor progress
- Manage comms with members and external stakeholders
- Select and approve hosts for international events

Financial

- Annual budget oversight
- Prepare annual financial audit, present to GA
- Prepare, seek approval, manage “forward budget”
- Recommend auditors

Voting Occurs As Follows:

- Majority voting

Management Responsibilities

- Manage all day-to-day operations including:
 - Media, PR, digital, website
 - Sponsorship and marketing
 - Finance
 - Sport development
 - Human resources
 - Events
 - Fundraising
- Report to the Board through the CEO
- Work with Board to create Strategic and Operational Plans and report on progress
- Create and implement programs in line with Strategic/Operational Plans
- Prepare annual budget for Board approval and manage the organization to the budget
- Responsible for all revenue generation
- Develops fundraising plan and serves as main point of contact with major donors (CEO)
- CEO hires, manages and evaluates staff subject to Board approval
- Along with the President, act as World Lacrosse's spokesperson (CEO & Chief Brand and Communication Officer)
- Maintain relationships with sponsors, partners and others
- Primary point of contact with WL's membership and Continental Federations
- Maintain organizational records
- Work with outside auditor and accounting staff to compile year-end audit and IRS 990
- Drive WL's international relations strategy and serve (CEO), along with the President, as WL's main points of contact with the International Olympic Committee (IOC), Global Association of International Sports Federations (GAISF), other International Federations (IFs) and other international organizations
- Supports the Board for all Board meetings

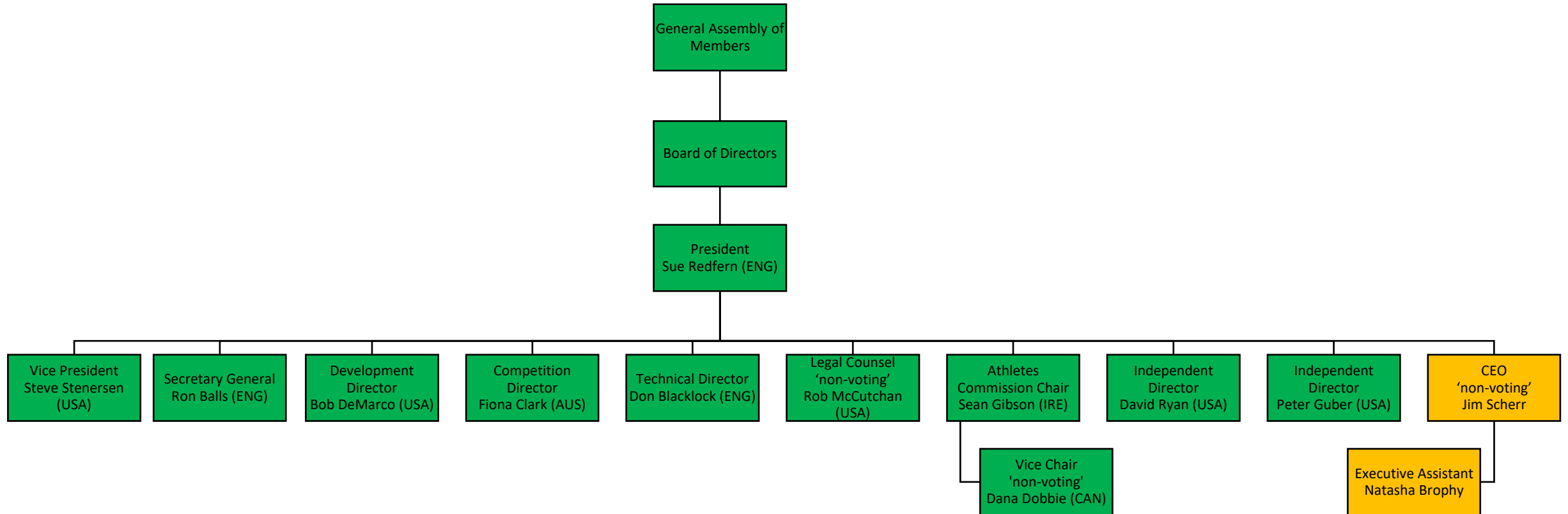
WORLD LACROSSE COMMITTEES SUMMARY OF DIFFERENT TYPES					
Committee Type	Brief Description/purpose	How set up	Who chairs	Members	Notes
Standing Committees	Sport determined and sport specific permanent committees	General Assembly determines sport specific standing committees' structure. Board agrees Terms of Reference. Board Directors will not chair.	Open nomination process. Nominee must be supported by Member NGB, CF or a Board member. Board appoints from nominees.	Open nomination process. Nominees do not need to have supported nomination. Chair and relevant Director recommend appointments to the Board.	
Board Advisory Committees	Business specific Committees to support individual Board Directors to carry out their responsibilities as stated in Board Roles and Responsibilities document	Board agrees the formation of a BAC and its Terms of Reference, following recommendation of individual Director.	Board Director will normally chair.	Members may either be: a) Only Board members b) Mix of Board and invited members. Invitation based on specific remit of each Committee.	
Commissions	Specialist committees set up by the GA or the Board	Both GA and Board may initiate Commissions. Where Board initiates the Membership will be informed of the principles and structure for the Commission. Board will finalise detail of TOR. Do not require GA agreement.	Chair will often be position specific (e.g. Athletes Commission, Medical Commission). Board will otherwise determine and appoint the Chair. Rarely will be a Nominations process.	As per each Commissions specific TOR. All will be differently determined. These are specialist groups that will rarely end up with open call nomination process.	
Working Groups	More informal task groups set up to enable any Board Director to carry allocated tasks or specific actions within the Strategic Plan. Short term, time limited. Other Committees above may also set up Working Groups if agreed by the Board.	Board Director will propose terms of reference to the Board.	Board director will Chair or seek a Chair to work with them.	Board director and Chair will recommend how the group is populated and approach people. May be open call for interested parties. May be request to CFs for a representative. May be by invitation.	
Subcommittees	Committees and Commissions may propose the setting up of subcommittees that report to them, but the term Subcommittee will rarely be used as a heading.	Relevant chair will propose the TOR and membership to the Board via the relevant Director.	Board will appoint the Chair on recommendation of the Director.	Director and Chair will appoint members following recommendations to the Board.	The other conditions applicable to the top-level committee are applicable to sub committees in how they are set up and recruited.

World Lacrosse Board Structure Org Chart

Green = Governance/Existing Board Members

Orange = Full-Time Staff

* President ex-officio on all committees



Notes:

- Staff in attendance at BOD meetings normally includes CEO, COO, CBCO, EAA and others relevant to the agenda

World Lacrosse Board Structure Org Chart

Green = Governance/Existing Board Members

Red = Ad Hoc/Temp Committees

(Ad Hoc/Working Groups are not committees)

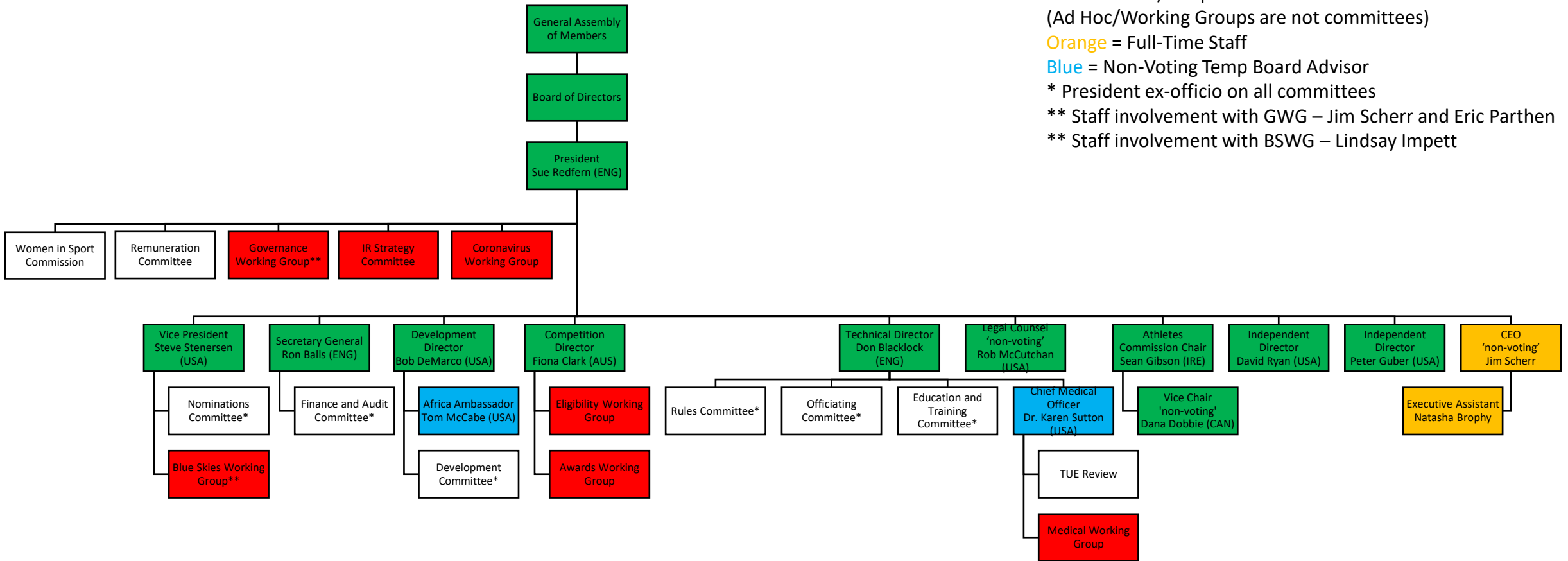
Orange = Full-Time Staff

Blue = Non-Voting Temp Board Advisor

* President ex-officio on all committees

** Staff involvement with GWG – Jim Scherr and Eric Parthen

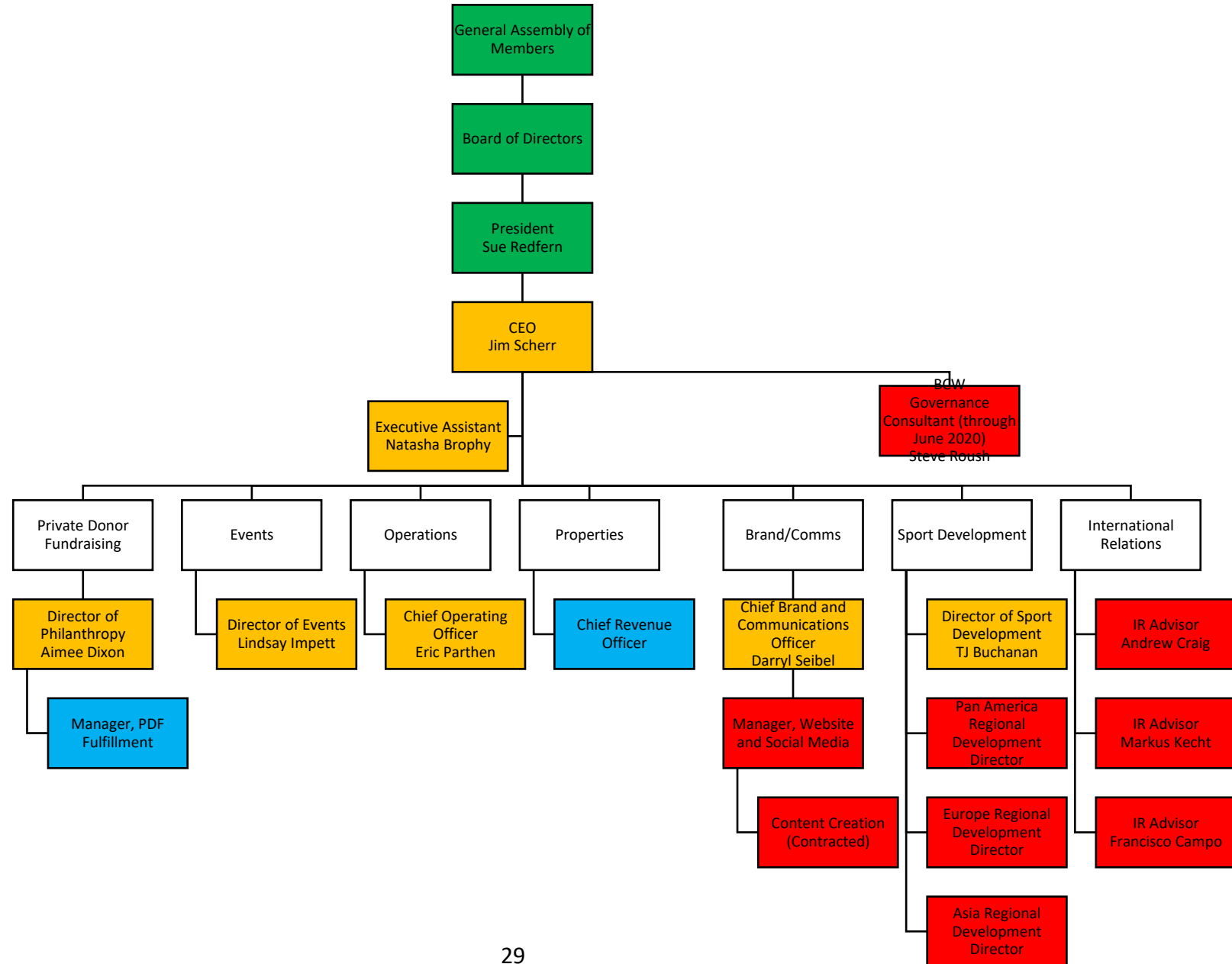
** Staff involvement with BSWG – Lindsay Impett



Notes:

- Staff in attendance at BOD meetings normally includes CEO, COO, CBCO, EAA and others relevant to the agenda
- Staff work on Working Groups as needed

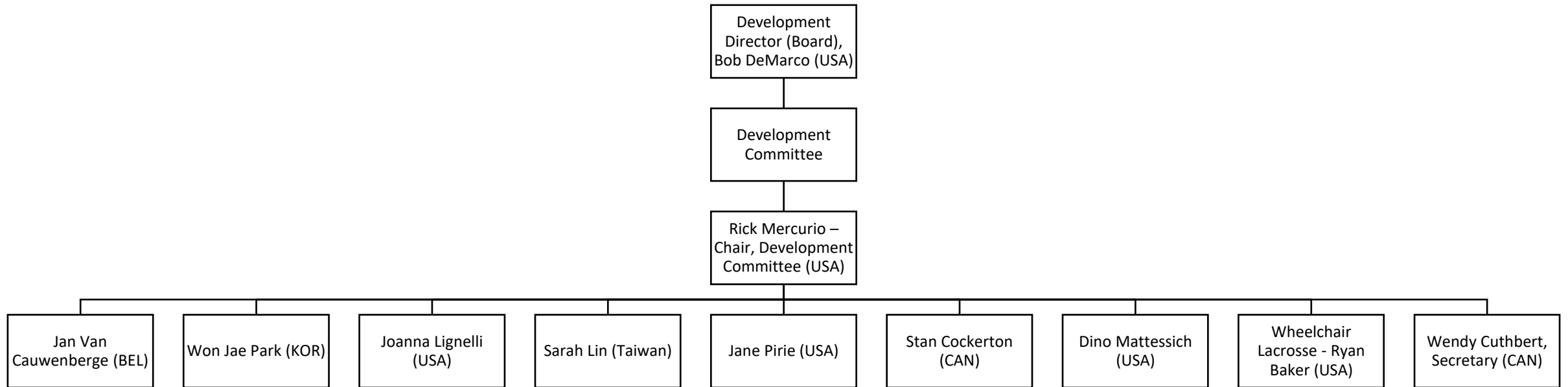
World Lacrosse Staff Structure Organizational Chart



Green = Governance
Blue = To be determined
Red = Contracted
Orange = Full-Time Staff

Note: relevant staff link with appropriate committees, see each separate chart

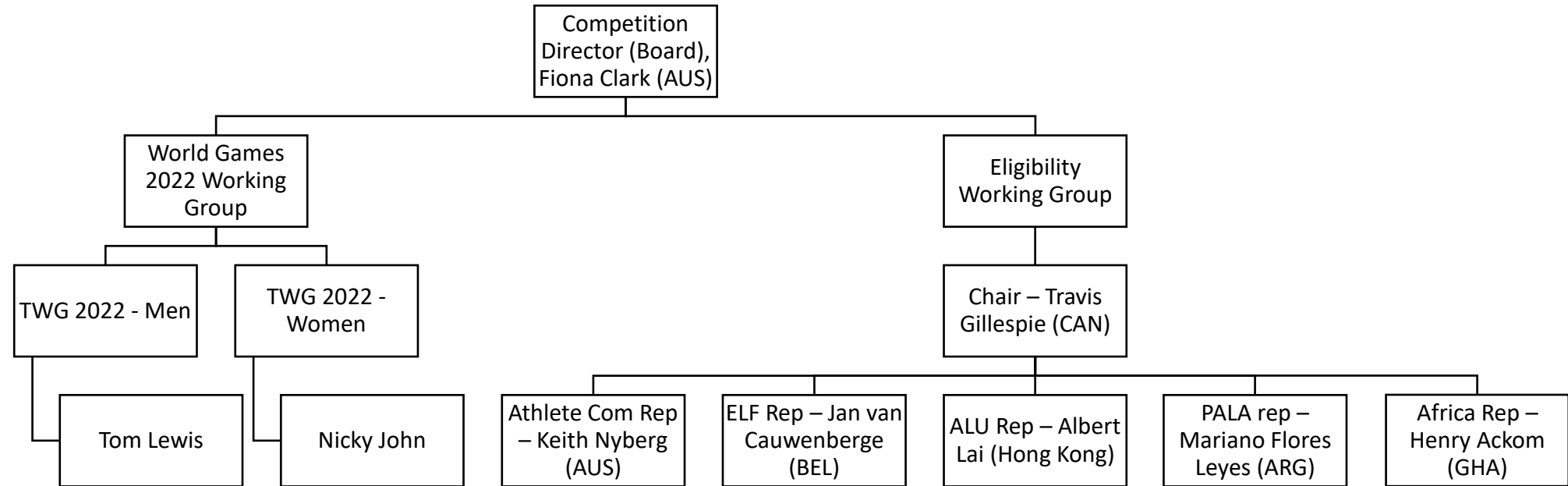
World Lacrosse Development Organizational Chart



* Development Director ex-officio on all committees

* Staff Liaison – TJ Buchanan

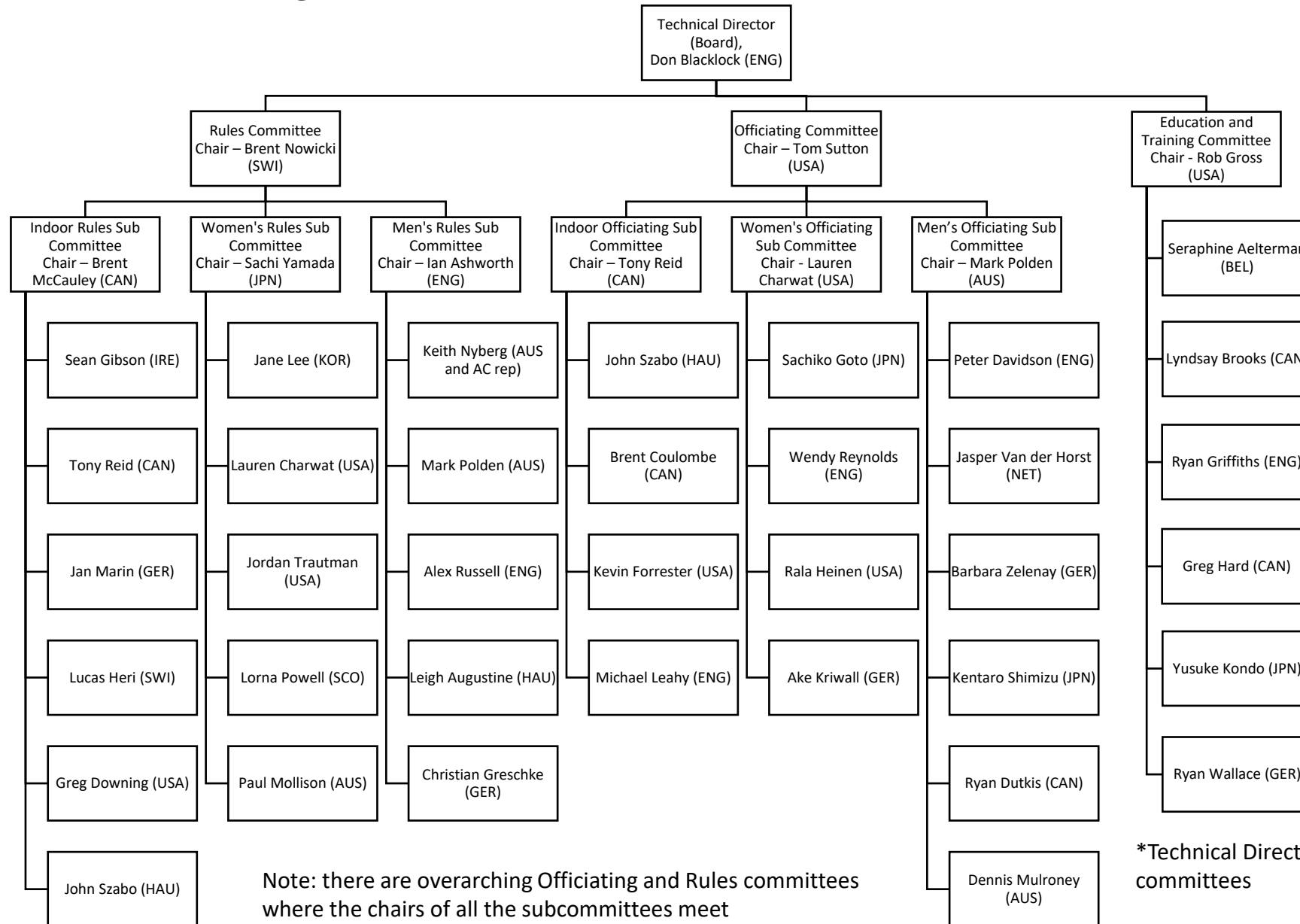
World Lacrosse Competition Organizational Chart



* Competition Director ex-officio on all competition groups and committees

* Staff Liaison – Lindsay Impett

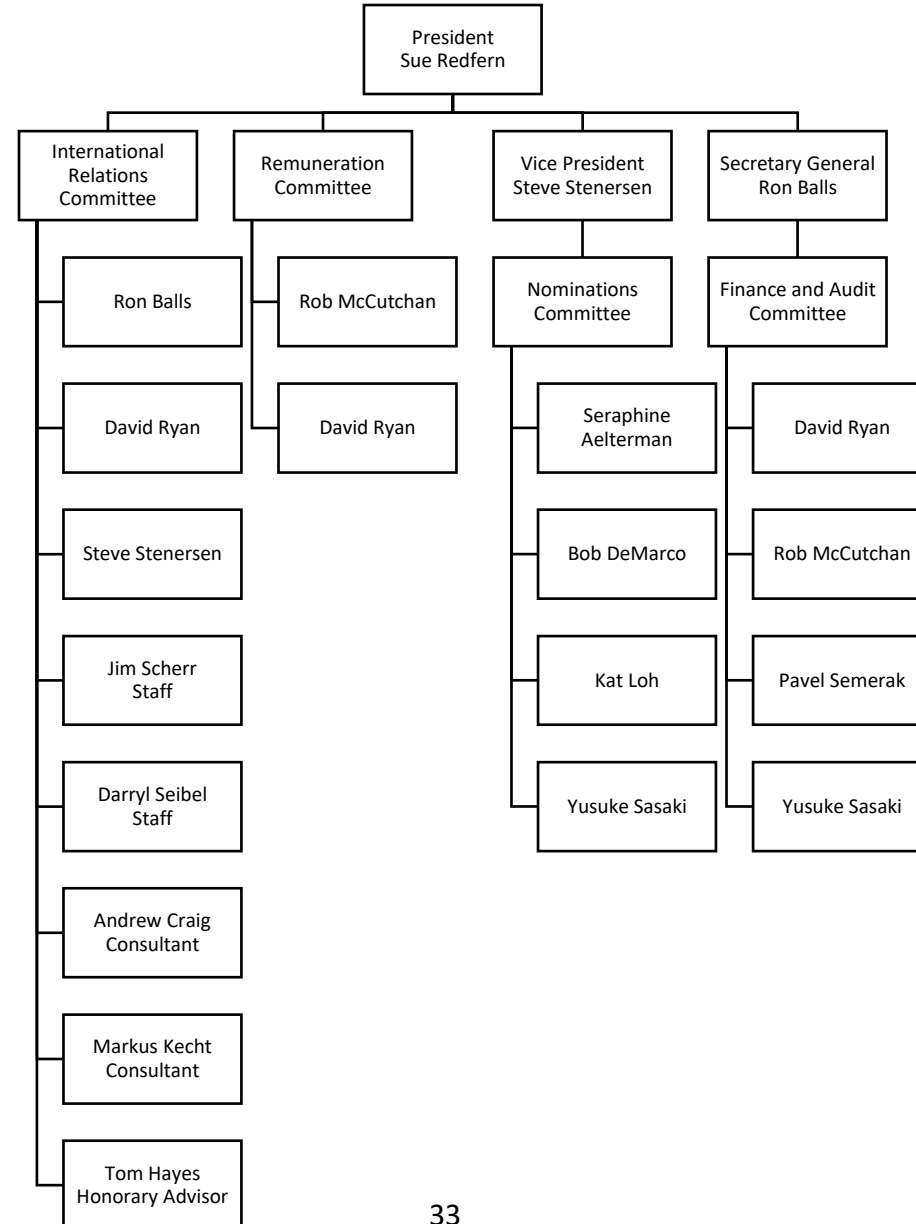
World Lacrosse Technical Organizational Chart



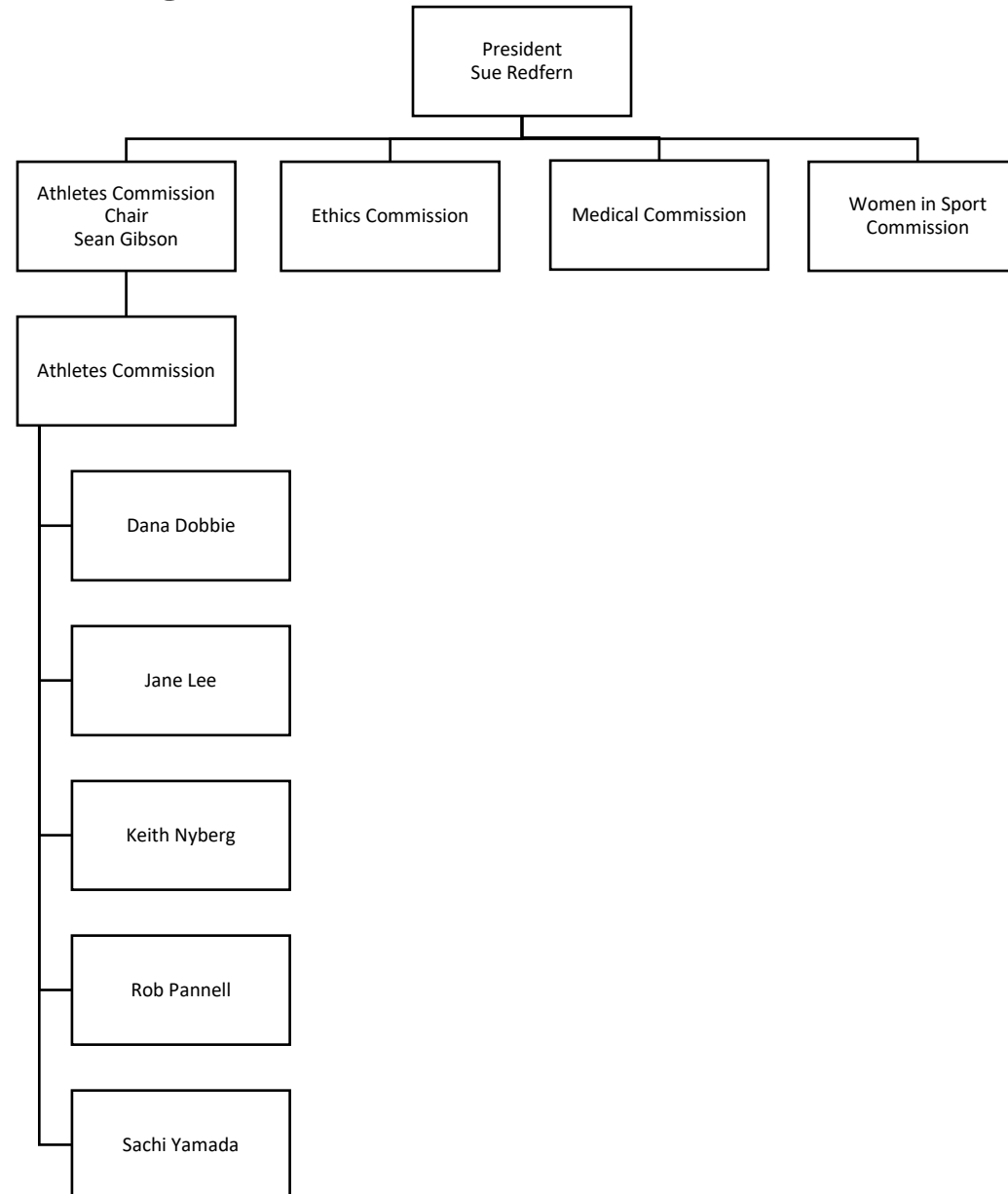
Note: there are overarching Officiating and Rules committees where the chairs of all the subcommittees meet

*Technical Director ex-officio on all committees

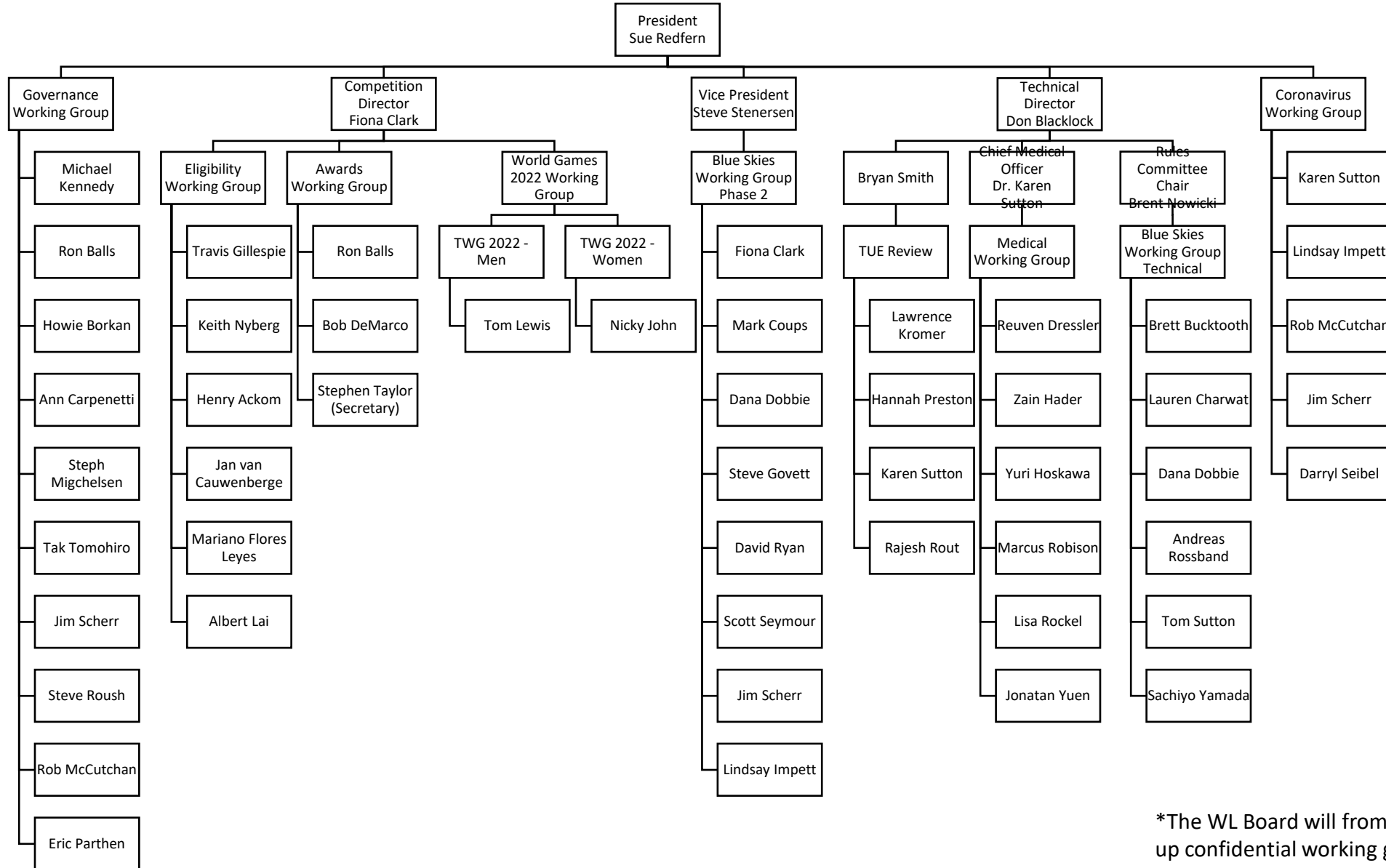
World Lacrosse Board Advisory Committees Organizational Chart



World Lacrosse Commissions Organizational Chart



World Lacrosse Working Groups Organizational Chart



*The WL Board will from time to time set up confidential working groups related to individual countries.”

Decision/Action #25

World Lacrosse – Finance

Budget

The top level document covering the overall budget outline for defined number of years is the WL Strategic Plan

The current Strategic Plan covering the period 2018 – 2024 was presented to and agreed at the 2018 General Assembly (GA)

A 2 -4 year projected budget will be prepared by the CEO and be agreed by the Finance and Audit Committee (F&A) for Board approval and then presentation to the GA.

For the detailed budget for the year ahead the CEO will:

- Take input from relevant functional Directors, Committee chairs and staff

- Agree the draft with the F&A Committee

- Present to the Board in Q4 (preceding year)

- Agreed budget advised to the membership

Finance Management

Finance functions have now moved from volunteers to staff

Staff manage all incoming and outgoing transactions and use the QuickBooks software with each item being coded.

Reports will be produced:

- Monthly for F&A Review

- Quarterly for the Board (proposed by F&A)

- Six-monthly for the membership

Audit

Independent audits are undertaken every year with the Audit Report being sent to all members and placed on the WL web site.

Form 990 (a requirement through being incorporated in New York State, USA) is prepared annually, lodged with the relevant authorities and placed on the WL web site.

Remuneration

Staff remuneration is considered by the Remunerations Committee, this being an advisory committee making recommendations to the Board. This is considered on an annual basis with the Board agreeing the remuneration packages.

The anonymized salary banding of staff is published on the WL web site.

Delegated Authorities

Approval of expenditure within Budget

Up to \$10,000 CEO Over \$10,000 President / D. Finance & Gov.

Approval of expenditure not within budget

Up to \$5,000 CEO Over \$5,000 to \$25,000 President / D. F&G
Over \$25,000 F&A Committee

Payments Up to \$10,000 CEO Over \$10,000 second signatory authorised by F&A

Movement between Accounts

Up to \$100,000 CEO Over \$100,000 F&A Committee

Credit Cards Issue / variations to standard limits F&A Committee

Bad Debts Up to \$1,000 CEO Over \$1,000 F&A Committee
Write off

Board Expenses

All Board members are volunteers and do not receive any remuneration.

Expenses for meeting and event attendance is paid.

Where no hospitality is provided a per diem of \$40 is applicable

Travel is at Economy /Coach Class for flights under 5 hour duration. For flights of 5 hours or over travel may be Premium Economy. In very exceptional circumstances Business Class flights are permitted.