



# **STRATEGY FOR LACROSSE IN AUSTRALIA 2015 – 2018**

# President's message – Mike Slattery

## **Introduction.**

The ALA Strategic Plan 2015-2018 has been created with information provided from Australian, State, Club & participant input then measured by the ALA Board against the realities of achievable implementation. As such it emanates from our history of men and women's lacrosse existing in Australia well in excess of 100 years (the Melbourne Lacrosse Club was formed in 1876 after a meeting was convened from an advertisement in the Australasian by a Canadian, Lambton Le Breton Mount, and the club formed 2 teams that year and it was the first lacrosse club in Australia.), recognises our current status as an Australian sport and projects a vision well beyond the SP period. This is believed to be a necessary vision in framing a long term transition to achieve our clearly indicated top priority Growth goals while continuing our domestic, national & international operations and performances. This results in the ALA SP providing the foundations for a Total Lacrosse Solution (TLS).

## **Framework.**

This TLS has an ambitious yet achievable result forecast. It has tangible goals, driven by the fundamental Growth targets that everyone in Australian lacrosse can contribute and work towards over the next 20 years.

Lacrosse will continue to be an equal opportunity sport for male and female players. It is recognised that a clear path exists for elite players beyond their team role into State, National and International representation and competition.

This SP has been derived from on-line surveys, National & State Board forums and member/participant workshops. It has been created based upon analysis of current capabilities and stretching our future support mechanisms.

In developing this TLS the ALA made a decision to not be constrained by current resources and hence has setup the SP period of 2015-2018 as the springboard for the future. We have firm conviction that the best years for Australian lacrosse lie ahead.

## **Key Elements for Vision.**

Achievement of our targeted Growth priority driver means:

1. Participation explosion by having significantly more grassroots participants
2. Maintaining and developing our existing members and their competitions
3. Building the capabilities and promotion of elite players and teams

These 3 goals are embedded in our Strategic Plan through our Pillars and KRAs.

Participation explosion has been identified as our key tactic required in the short term. This demands co-ordinated and realistic support by matched product, coaching and officiating plans.

Coaching and Officiating need to grow and retain their membership. They must be educated, mentored, improved and guided to fulfil their capabilities and attain their appropriate accreditation via a clear development path. In so doing they will ensure all players are helped learn, grow, enjoy their games and attain their maximum achievements.

### **The Journey Ahead.**

Key is to recognise that the game of lacrosse is on the move and our best years lie ahead for us.

This will require a lot of hard work, investment and decision making. It will require unity of purpose, energy, ambition, confidence and support. It will surely spark debate and become a contest of ideas where the outcomes (being innovative) do not have a known outcome. These are the nature of grand undertaking.

We will continue to follow the ASC path outlined and supported via their Participation Investment Framework where their guidance and support provide a sound guidance for sport in Australia.

Finally we need to work together to achieve this Vision - be we player, coach, official, administrator, parent, staff or volunteer. Let us all therefore commit and support this exciting journey ahead for lacrosse in Australia.



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| <b>Australian Lacrosse Association</b> | <b>To be the fastest growing sport in Australia by 2018</b>  |
| <b>Vision</b>                          |  |
| <b>Purpose / Mission</b>               | The ALA exists to operate, promote, develop and grow lacrosse in Australia.<br>The mission of the ALA is to further develop all forms of lacrosse as a progressive, widely recognised and popular team sport within Australia while maintaining Australia's position as a leading lacrosse nation and ensuring all involved are aware of those international opportunities and achievements. |
| <b>Brand Promises</b>                  | That lacrosse is an exciting and skilful team sport suitable for both sexes and all ages within their appropriate levels of competency   |
| <b>ALA Board Values</b>                | <b>Be recognised as a best practice National Sporting Organisation.</b>  |
|  | <b>Manage the administration and finances (to meet corporate compliance requirements).</b>   |
|  | <b>Provide leadership, direction and quality of service to members whilst significantly growing the sport of lacrosse in Australia</b>   |
|  | <b>Promote and manage communication and relationships with all stakeholders</b>  |

| <b>Pillars of Australian Lacrosse</b> | <b>Provide opportunities for all Australians to play lacrosse</b>  | <b>Show Australia Our game</b>                                      | <b>Build the Business</b>   | <b>Develop the Best people</b>                                 | <b>Provide opportunity for our people to showcase their skills</b>                   |
|---------------------------------------|--|---|---|--|--|
| <b>Description</b>                    | Club based Competitions, New participation programs, inter and intra school, tertiary, social and masters competitions, entry level products, emerging markets, minority populations | Media, marketing, promotion and development of the Lacrosse "Brand" | Building diverse revenue streams, governance, workforce development, economies of scale, shared services, Leadership, sponsorships and partnerships | Players, Coaches, Officials, Administrators, Volunteers, Staff | National Competitions, High Performance teams, Exhibition Games, Tours, Major Events |

| ALA KRA's  | Growth   | Marketing  | Governance  | Coaching  | Officiating | High Performance  | Major Events and National Competitions |
|--|--|--|---|---|-------------|---|--|
| <b>Performance Measures through to 2018</b>            | <ul style="list-style-type: none"> <li>*GAC operates successfully</li> <li>*Growth Targets achieved each year</li> <li>*Grow Competition per target</li> <li>*Grow Participation per target</li> <li>*Grow Projects per target</li> <li>*Implement National Playing Policy</li> <li>*Provide a quality &amp; annual National Conference</li> <li>*Facilitate sharing of initiatives</li> </ul> | <ul style="list-style-type: none"> <li>*Review/improve social media platforms</li> <li>*Identify lacrosse's USP</li> <li>*Improve communication effectiveness with existing and potential participants</li> <li>*Seek and obtain sponsorships</li> <li>*Active website &amp; communications ensured</li> </ul> | <ul style="list-style-type: none"> <li>*Operational LAF to grow Capital and invests Interest wisely</li> <li>*Maintain high ASC Annual Sport Performance Review</li> <li>*Ensure annual audits are secured</li> <li>*Establish and operate an Alumni</li> <li>*Continue Recognition Program</li> <li>*Maintain a national database of all members and participants</li> </ul> | <ul style="list-style-type: none"> <li>*Ensure quality coaching &amp; officiating education at all levels</li> <li>*establish and operate national coaching and officiating protocols</li> <li>*Provide electronic access to relevant materials and developments</li> <li>*Consult with Member Associations</li> <li>*Access and promulgate international and national advances and improvements</li> </ul> |             | <ul style="list-style-type: none"> <li>*Utilise national and international events for promotion</li> <li>*Increase awareness of Australian lacrosse competitiveness</li> <li>*Maintain FIL involvement particularly in IOC progression</li> <li>* Maintain ASiaPACific involvement and participation</li> <li>*Support hosting of events</li> </ul> |  |
| <b>Supporting Strategies, Programs and initiatives</b> | <ul style="list-style-type: none"> <li>*Growth Advisory Council(GAC)</li> <li>*National Playing Policy</li> <li>*School Participation strategy</li> <li>*Entry to ASC 'Sporting Schools'</li> <li>*Overall = Competition + Participation + Projects</li> </ul>   | <ul style="list-style-type: none"> <li>*Branding of lacrosse achieved</li> <li>*Streaming games via Australian Lacrosse Network</li> <li>*Pro Clinic Series</li> <li>*College Showcase(s)</li> <li>*Achieving Sponsorships</li> </ul>  | <ul style="list-style-type: none"> <li>*Lacrosse Australia Foundation</li> <li>*Excellence in Governance</li> <li>*Workforce Development Planning</li> <li>*Utilising ASF capabilities</li> <li>*Maintaining ASC endorsement</li> </ul>   | <ul style="list-style-type: none"> <li>*National Coaching Curriculum</li> <li>*National Officiating Curriculum</li> <li>*International experience/performance</li> <li>*On-line administration and education</li> </ul>   |             | <ul style="list-style-type: none"> <li>*National Championships</li> <li>*International Competition(FIL+)</li> <li>*ASiaPACific participation</li> <li>*Host international events</li> </ul>   |  |

## Key Opportunities Across Multiple Pillars

| Strategy   | Related Pillars  |
|--|--|
| <p><b>Pro Clinic Series</b><br/>           Utilise the professional players from our sponsors to come to Australia and deliver a series of players' clinics in each of the major States. Players will pay for the clinics to generate revenue and cover travel costs. Following the Clinics host an exhibition game with local talent and the sponsored players mixed in.<br/>           What's in it for the sponsors – Opportunities to boost their brand and potential market share in Australia – extra benefits for their sponsored players</p> | <p>Build the Business<br/>           Show Australia our Game<br/>           Develop the Best People<br/>           Provide opportunities for our People to Showcase their skills</p> |
| <p><b>National Playing Policy</b><br/>           Develop a common method and style for playing the game across the country, it will lead to consistent opportunities for marketing and economies of scale with potential large scale purchases of starter packs with the new national product within a national participation framework</p>  | <p>Develop the best people<br/>           Provide opportunities for all Australians to play<br/>           Build the business</p>  |
| <p><b>National Coaching Curriculum</b><br/>           Opportunity exists to find our “David” that is our strategy and style of play that will provide us with an opportunity for success on the world stage.<br/>           The Curriculum will deliver a key message in regards to the philosophical approach we have in developing players and coaches within Lacrosse. Many major international sports already have these systems in place (Football Federation Australia)</p>  | <p>Develop the Best people<br/>           Provide opportunities for our people to showcase their skills</p>  |
| <p><b>College Showcase</b><br/>           Invite some NCAA College coaches to travel to Australia and view potential recruits. Players in college ages are invited to nominate and play in the showcase at a central location (rotating). Showcase can be tied into the National Conference to utilise the Coaches experience as presenters</p>  | <p>Build the Business<br/>           Show Australia our Game<br/>           Develop the Best People<br/>           Provide opportunities for our People to Showcase their skills</p> |

# **THE PILLARS OF AUSTRALIAN LACROSSE**

## **Pillar 1: Develop the Best People**

### **Officials**

- Planned and prioritised focus on Officials development and mentoring
- Defined Officials Pathway
- Achieving national planning and operations for both male and female Officials

### **WorkForce**

- Development of paid staff in development program positions
- Undertake a workforce development plan in line with the Strategic planning process
- Integrate paid staff

### **Coaches**

- Free preseason up-skilling coaching clinics
- Implement the Club Coach Coordinator Program
- Guidelines and manuals for coaching
- Have mechanism for top-level US Coaches to Visit Australia
- Sharing knowledge / best practice in coaching and coach development
- Head hunt and recognise talent in coaching
- High performance Coaching Apprenticeships

- Defined and supported coaching pathway
- Australian Coach Mentoring System
- Coach Development planning for all coaches from club to state and national teams

## **Players**

- Tours for players to the USA to play similar levels of competition
- Development of a series of skill based player clinics
- Summer Camp Series featuring professional US players (sponsored athletes from ALA Sponsors)
- Funded Elite pathways and programs
- Recognition of player milestone games
- Integrate player hub communication system for high performance teams

## **Volunteers**

- Volunteer recognition programs
- Utilise the parents of participants more fully and pro-actively

## **Others**

- Hook into other recognition programs outside of lacrosse
- Continue to build and develop the profile of the ALA National Conference
- National Awards (Coach, official, Volunteer, Administration, Team Manager)



## **Pillar 2: Provide Opportunities for our People to Showcase their Skills**

### **National Tournaments**

- Increase playing base in NSW and QLD and Tas to ensure there are true National Tournaments
- Move Senior and Under 18 national Championships to First choice venues to raise the profile
- Move Senior Nationals to an October timeslot to maximise crowds with better weather, and hold them outside of regular seasons
- Implement a Cost share system for national championships – will bring potential economy of scale for bookings.
- Reintroduce the ALL competition for Men's and Women's senior nationals
- Invite our neighbour countries to participate in nationals

### **Exhibition Games**

- Establish regular International Competition with local countries (NZ, Asia etc)
- Aim for other games participation (Commonwealth etc)
- Further develop the ACC Model

### **Tours**

- Promote US Teams to tour Australia to provide media profile and high level competition
- Develop tour opportunities concurrent to ASPAC and World Events

### **High Performance Teams**

- Fully fund HP teams

### **Other**

- Use professional event management for national Tournaments

## Pillar 3: Show Australia Our Game

### Marketing

- Researched and implemented marketing plan
- Sell the wider career pathway of lacrosse (Coaching, Officiating, Health, Phys education, and education)
- Make lacrosse part of the Australian School Curriculum
- Professional Promotional video / television ads and utilise them at school clinics
- Host major championships – ASPAC, World Games etc

### Media

- Intensive Social Media Campaign
- Sell our success stories to all media outlets
- Media Education for all Volunteers
- Find an advocate/ambassador to help sell our game
- Build on the YouTube channel
- Australian Lacrosse Network increase games covered
- Continue to build on Facebook page
- Profile the Australian players that are in the USA

### Other

- All national tournaments being played in one venue all week combined with the National Conference
- Hold preseason/postseason tournaments in Queensland and Tasmania similar vein to Paradise but with reduced numbers on the field to make generating a team easier

## Pillar 4: Provide Opportunities for All Australians to Play lacrosse

- Provide a larger range of competitions for participation; Indoor, box, social, mixed
- Develop program offerings in University, School environments both inter and intra
- Fully equipped junior men's games
- Holiday camps in remote locations to engage more "new" kids
- Corporate Cups social city competitions
- Free stick for new players
- Challenge another sport
- Exhibitions at summer sports
- National Development product – Quick Stix Style program
- Culturally and Socially inclusive club programs
- Non-club based social competition
- Identify target growth areas for new clubs, start with Modcrosse
- Develop a portable field and goals for promotional programs
- Develop a Junior lacrosse ball (between modcrosse and lacrosse)
- Take Major games (State league) to country centres to expand the game regionally
- Develop social tournaments – Super 8's or Hawaii versions
- Identify demonstration opportunities at existing major events/sports e.g. Royal Show

## Pillar 5: Build the Business

- Identify opportunities for savings or efficiencies in our business model, Travel, Accommodation, Uniforms, Medical Equipment, Lax Equipment, Insurances (Building, Contents, Break in)
- Lacrosse Shop – house stock and supplies with the staff offices
- Sponsorships with kindred brands
- Look at the social capital we can develop and build – Mental Health, Alcohol, Drugs , govt funding
- Branded merchandise and equipment to sell to schools
- Develop fulltime workforce
- Transparency in operations
- Direction and leadership from ALA to drive growth
- Build promotion via online avenues
- Identify our unique selling points