



ANNUAL REPORT

English Lacrosse Association
2017/18

ENGLISH LACROSSE



ENGLISH LACROSSE in numbers

1 Top ranked in Europe both Men & Women

25k spectators attended lacrosse events in England last year

157% Increase in university BUCS teams since 2007

37k participants in regular leagues, events and competitions

30% female representation at board level

13TH fastest growing NGB on social media

57% of EL Registered Individuals are female

2 World Championship bronze medals in three years

200k people played lacrosse at least once in the last year

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WELCOME

Welcome to the 2017/18 English Lacrosse (EL) Annual Report. The last 12 months have been a busy and challenging period for the organisation and this review allows for reflection, celebration and most importantly optimism in looking towards the future of the sport.

Firstly, I would like to recognise the great achievement that was the hosting of the 2017 FIL Rathbones Women's Lacrosse World Cup at Surrey Sports Park in July and deserved bronze medal for our England Women's team.

For a small organisation, the undertaking required to put on an event of the size and calibre that we witnessed in Guildford in July cannot be underestimated, and it is truly a testament to our dedicated staff and volunteers who consistently go above and beyond for the sport that the event was such a success.

And whilst we rightly celebrate the successes of the summer, it's important that we are already looking to the future and build on these positives as we expand our events portfolio and provide regular opportunities to see world-class lacrosse played in England.

The creation of an Events Working Group, alongside our Events Strategy and Business Plan 2016-2020, will be key in working towards increased commercial viability and required financial independence.

Engagement with a wide range of sponsors, combined with backing from spectators in England, indicates we are moving in the right direction, and increased market insight as a result of the event should prepare English Lacrosse for a sustainable future as we develop these partnerships going forward.

The organisation has now entered the next Sport England funding cycle after the £2.6million Government funding investment awarded for 2017-2021.

Plans and budgets have been agreed accordingly and, alongside our Business Plan 2016-2020, set out an exciting forward thinking strategy that continues the expansion of participation, enhances our profile within the national and international market, and engages a wider group of stakeholders in helping us to achieve our goals.

EL continues to put itself and the sport of lacrosse in the best position possible to meet the many challenges that come with the new direction in sport funding.

In October 2017, EL successfully achieved Sport England's 'Code for Sports Governance', a required standard for organisations in receipt of government funding. Our compliance outlines EL's commitment to encouraging good governance with the appropriate structures in place for effective and transparent decision-making throughout the organisation and promoting diversity in decision-making roles.

In addition to this, the creation of our Stakeholder Engagement Plan and Diversity Action Plan looks to build on this by promoting more effective communication with our stakeholder groups and creating processes for fostering a wider breadth of diversity in the voices heard within the game, making our future decision-making truly representative.

In light of our need to keep in mind the sustainability of the organisation, EL has negotiated closure on all deals in relation to the 2018 Men's World Championships host withdrawal and the incurred costs have been communicated to the membership. As previously highlighted, this decision prevented further potential losses that could have left the organisation in a precarious position.

Finally, I would like to thank all the Staff, the Board, sub-committees, working groups and all our volunteers for their time and dedication in helping to improve and grow our fantastic sport of lacrosse in England.

Mark Coups
English Lacrosse CEO



MESSAGE FROM THE BOARD

Another year has flown by at English Lacrosse with a tremendous amount of work to be proud of within the organisation in the face of the ever-changing and challenging landscape of sport in England.

I feel very privileged to have been able to be in this position for one of the most memorable events in the organisation's recent history, with the hosting of the 2017 FIL Rathbones Women's Lacrosse World Cup on home soil.

In my many years working in sport, I know that an event such as this can be a seminal moment for an NGB, as it gets to showcase the very best of its sport and can drive real growth and change in England.

The success on the field of our Women's team in such dramatic fashion creates the memories that inspire the next generation of young players to emulate their achievements, with all the players acting as great role models to those watching.

I cannot give enough credit to all the EL staff and volunteers who worked tirelessly in organising a wonderful Women's World Cup of which all involved should be immensely proud.

Looking to the future, the rest of the Board and I are now keen for EL to capitalise upon this success by continuing to drive the commercial strength of the organisation and with support from the Board, build a financially sustainable and independent organisation.

The organisation is now on track with its Business Plan 2016-2020, approved by the Board last year. The confirmation and agreement of the Sport England funding for 2017-21 allows us to build on the growth of participation in the sport achieved in the past and provides further support for our Business Plan.

The Business Plan sets out an ambitious, yet achievable programme that the Board and I feel is right for the sport, and developments in areas such as stakeholder engagement, commercial partnerships and increased insight into both our core and new growth markets should set the organisation up for the challenges ahead.

When I took over the role as Chair 18 months back, the organisation had already made significant strides in transforming the governance and decision-making structures of the organisation, and since then, EL staff and the Board have continued this modernisation process including compliance with the new 'Code for Sports Governance'.

The Diversity Action Plan, agreed back in October, aims to promote and develop lacrosse in all its forms, by ensuring opportunities for individuals to participate and achieve excellence, which can only improve our sport for the better.

The newly appointed Non-Executive Directors that have joined us on the Board have already provided new challenges to us to help ensure we are in excellent shape to succeed over the next few years and improve our effectiveness as an organisation as resources are continually stretched.

The work that all our committees and working groups carry out throughout the year continues to provide valuable insight to the Board; work such as the Competitive Reviews and recommendations set out by the National Lacrosse Committee; the recommendations in developing the talent pathway and national squads by the Performance Committee and continued updates and management of English Lacrosse budgets and accounts at such a busy time by the Finance, Audit and Risk Committee, all help us immeasurably in forming our decision-making.

In closing, I would like to thank all my fellow board members for their efforts over the last 12 months as well as all EL staff and volunteers who continue to work diligently over what has been a positive year overall for English Lacrosse.

John Neal
Board Chair





ENGLISH LACROSSE

REPORTS





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Rathbones
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Investment
management

RBC
Helping Sport Succeed

NEWGATE
COMMUNICATIONS

Rathbones
Look forward
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management

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2017 FIL RATHBONES WOMEN'S WORLD CUP

“The best Women’s world event held to date, setting the standard and benchmark for all future Women’s World Cups.” Federation of International Lacrosse

EL successfully hosted the largest Women’s Lacrosse World Cup in history with 25 teams competing in Guildford at Surrey Sports Park.

The World Cup showcased the sport to local, national and international lacrosse communities, delivering a world class sporting spectacle for players, officials and spectators.

From an EL perspective, the bronze medal success of the England team provided the perfect conclusion, leaving the event long in the memories of all spectators.

The administrative undertaking involved in running the event placed EL staff and volunteers under significant pressures, in addition to completing their day-to-day roles, which individuals dealt with commendably.

Over 250 volunteers were successfully recruited and engaged with the event, coming from a wide range of backgrounds, some well-established lacrosse volunteers and some with no previous knowledge of the sport prior to the event, who made a huge contribution to the successful running of the World Cup.

Following the event, surveys were sent to players, officials, volunteers and spectators to gather opinion and identify

any areas for future improvements. 98% of people surveyed classed overall event satisfaction as either good/very good.

In financial terms, the event finished with a positive outcome. Ticket sales outstripped initial predictions and additional seating was added to meet demand for the semi-final and final days. Agreement of a number of sponsorship deals including significant investment from the title sponsor and festival entries helped to return a profitable outcome.

The post-event Economic Impact Report detailed a £4million spend in the Guildford area as a result of the event.

Coverage of the event online was strong with total impressions of 5.5million on social media, over 120,000 web visits and 7,500 streams online including the quarter-finals onwards featured live on the BBC Sport website giving the sport visibility outside of the lacrosse community.

The commitment to providing a legacy to the Surrey area has been successful. Guildford has a fully established club with adult and junior participation, over 100 children playing the sport through the Surrey Youth Games, and a dedicated staff member encouraging growth in local schools and satellite clubs.

FINANCE

2017-18 provided a challenging year for staff with the enhanced administration required in order to achieve the positive outcomes for the financial year. Staff and volunteers on the Finance, Audit and Risk Committee (FARC) worked to control budgets, especially expenditure over the year.

The Sport England investment 2017-21 was finalised at £2.6million over four years. English Lacrosse had planned for the figure and budgets were aligned accordingly.

English Lacrosse negotiated closure on all 2018 Men's World Championship related contracts. The costs related to these have been written off as detailed in the annual accounts (£89,446).

A profit was made from the core business of £61,681. Therefore, the overall position shows a negative effect on reserves of £27,765 due to the write off detailed above.

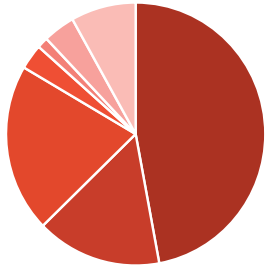
The financial administration of the 2017 Women's World Cup was significant, placing a strain on financial resources, particularly personnel and cashflow. A positive financial outcome from the event has been achieved, which will be detailed in next year's accounts.

EL would like to thank the work of the FARC for the support given this year during a period of intense activity and pressure on all systems, forecasts and reporting.

- Controlled core organisation budgets throughout the year with added administrative pressures of the Women's World Cup
- Returned positive financial outcome from 2017 Women's World Cup

Finance
2017/18
Key Achievements

Income - Period 1 April 2017 - 31 March 2018

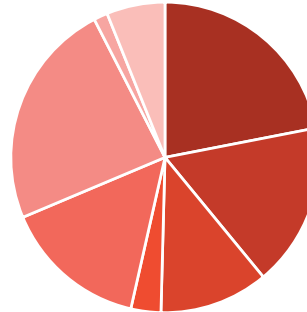


Income Source	Additional	Income Generated	% of Total
Sport England grants		£674,000	47.1%
Camps, events and participation		£223,823	15.6%
Individual Registration		£116,120	8.1%
Performance	Player contributions	£296,812	20.7%
	Other performance income	£44,384	3.1%
Club subscriptions & league fees		£19,494	1.4%
Training of coaches & officials		£56,998	4.0%

Total Income £1,431,631

Expenditure - Period 1 April 2017 - 31 March 2018

Expenditure	Additional	Amount Spent	% of Income
Staff costs	Operational	£320,488	22.4%
	Administrative	£248,483	17.4%
Overheads/Core costs		£166,836	11.7%
Irrecoverable VAT		£45,913	3.2%
Performance - training/tour costs		£346,162	24.2%
Camps, events, participation		£220,836	15.4%
Training of coaches & officials		£21,232	1.5%
Write off - Intercompany Balance		£89,446	6.2%



Total Expenditure £1,459,396

Reserves -£27,765



PARTNERSHIPS

EL has been making concerted efforts in developing strong commercial partnerships leading up to the World Cup and in line with the Business Plan 2016-2020, aimed at making the organisation more financially independent.

In the months approaching the 2017 FIL Rathbones Women's World Cup, we worked with a number of new partners looking to invest in the event, Team England, and the growth of the sport off the back of the event.

The engagement with all partners was crucial to the profitability of the event; alongside the title sponsors, the additional partnerships added either monetary value or value in kind through products and services that were beneficial to the event.

Follow up meetings have already been conducted with all sponsors to understand how they can continue to be engaged with the sport and retained for future events and projects.

STX continue to remain a strong partner, making significant investment in England, both as an equipment partner to the National Squads, and through the recreational game with the creation of a UK online store with discounts for players through our individual registration system.

STX and RPC, our legal partner, have also pledged their support to the upcoming University Lacrosse Officer programme to enhance the offer we can provide to the volunteer roles.

The agreement with the BBC to stream the latter stages of the Women's World Cup live on the BBC Sport website represented a major positive in promoting the game to a wider audience.

After forming a relationship with the BBC, and with their desire to increase the hours and breadth of live sport outside traditional markets, the opportunity exists to take advantage of this with future events.



- New partners engaged for the 2017 FIL Rathbones Women's World Cup
- Benefits and product discounts secured for registered individuals
- Streaming of World Cup matches live on BBC Sport website

Partnerships
2017/18
Key Achievements



THE GAME

Over the last 12 months, EL has seen the total core market remaining consistent with over 37,000 participants playing the game in some form in the 2017/18 period, with growth markets, especially the university sector, continuing to provide strong progression.

Following the Men's and Women's Competitive Reviews documented last year, National Lacrosse Committee has agreed to new adaptive rules for junior boys' lacrosse for implementation in the 2018/19 season. The Women's game also trialled a number of new rules proposed by FIL for this year, and we expect these to soon be ratified at international level with further consultation to follow to assess the impact on our domestic game.

EL has continued to work across communities to expand the game; supporting Higher Education Institutions (HEIs) in delivering more regular lacrosse participation, providing a more flexible offer outside of the competitive BUCS league system and creating links back to the community game.

The number of community clubs providing two senior teams with a supporting development side is up to 19, ahead of target, while the number of HEI programmes providing a similar offer has increased 25%.

Support for developing HEIs and community lacrosse will also be aided with the introduction of the voluntary University Lacrosse Officer (ULO) initiative in September 2018. The ULOs will be tasked with increasing playing opportunities at HEIs, supporting workforce growth and improving the transition from university to recreational lacrosse.

Improved data collection and market insight through Individual Registration, alongside the development of a new Stakeholder Engagement Plan, will provide more information on these sectors and help EL in working towards improving effectiveness of communication with all the different areas of the game.

Attendance and revenue at our Triple Arrow camps continues to grow as we now look to expand the programme outside the traditional summer months, as well as working on a product for boys' camps.



- Expansion and growth of HEI flexible offers
- Improved data collection & market insights to aid effective communication
- Adaptive rules agreed for junior Boys & new Women's rules trialled

The Game
2017/18
Key Achievements

As part of the modernisation of the EL education programme, a leadership initiative for females 14-18 has been piloted in schools for implementation next year, aimed at encouraging the transition of females to clubs and HEIs.

The University Lacrosse Officer programme will also be tasked with encouraging the development of the coaching and officiating workforce at HEIs.

In collaboration with the Talent and Performance team, the academy coaching workforce is now participating in quarterly online workshops to promote consistency in coaching practices and providing Continuous Professional Development (CPD) opportunities.

Good progress has been made in maintaining Sport England workforce ratios with a 1:10 officials ratio and 49% female representation within registered coaches and officials exceeding Year 1 targets.

A 1:13 ratio in registered coaches is behind our Year 1 target; however, we feel this may not reflect actual numbers of coaches qualified, and in time, through the IR system and more robust data collection, this will improve.



- Implementation of online learning platform across all courses
- Leadership initiative piloted for young females in schools
- Increased CPD opportunities for current workforce within the Talent Pathway

Education
2017/18
Key Achievements



EVENTS

Over the last 12 months, the primary Events focus has been the preparation and successful delivery of the 2017 FIL Rathbones Women's World Cup.

Working in conjunction with the appointed Event Management Company, FIL and volunteers on the Local Organising Committee, EL hosted the largest Women's World Cup in history with 25 teams, welcoming thousands of spectators to Guildford, delivering a high-level event that achieved all pre-event KPIs and turned a profit.

The successful completion of the World Cup has provided EL staff with valuable skills and experience in addition to engaging over 250 volunteers for the event, producing a solid, motivated workforce to assist EL with future projects.

Overall, ticket sales from the event were extremely positive, surpassing anticipated targets and demonstrating the appetite to watch world-class lacrosse in England.

In the months following, we have established an Events Advisory Group consisting of EL staff and key, skilled volunteers to make recommendations to the Board on future opportunities to deliver the Events Strategy.

The 2018 National Schools Championships proved to be an extreme challenge for the organisation. With snow and freezing temperatures putting pay to the original schedule, staff and volunteers worked relentlessly to reschedule sections, although again these were disrupted by more severe weather. Whilst the Championships could only be part completed, all involved did a mammoth job in getting the event on and we look forward to getting back to normal for next year.

Regular events such as National POP Lacrosse Championships and National Club Championships were successfully held, and, after a down year ahead of the Women's World Cup, Women's Super League Lacrosse is also returning in the summer for 2018.



- Successfully hosted largest Women's World Cup in history
- 250+ volunteers recruited from a diverse range of backgrounds
- Events Advisory Group established for future projects

Events
2017/18
Key Achievements



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PERFORMANCE

EL's performance programme has had a very positive year as we continue to develop the overall strategic direction for successful elite and talent programmes.

The bronze medal for the England Women's squad in July was a fantastic achievement; a fully deserved reward for all the work and preparation that went into the entire programme over a number of years.

Medalling at World Events is now the goal for all national squads, and the aim now is to foster the consistency required throughout the performance programme to replicate this success year on year.

The England Men's Squad are now at full speed with preparations leading up to the World Championships. The team travel to Israel in April for an intensive series against the hosts acting as important acclimatisation for the summer. This will be followed by further matches against international opposition to create a tournament-ready squad.

New Under 23 squads have also been formed, aimed at bridging the gap between U19 and senior squads, therefore aiding player development by giving athletes further exposure to elite performance environments.

Around 450 athletes are now engaged in the EL Talent Pathway at Under 15 & Under 17 level with plans to expand to lower age groups as we continue to improve our talent identification system and develop the talent coaching workforce.

Following recommendations outlined by Performance Committee, a full-time Talent Pathway Coordinator is now also in post to improve consistency between the boys' and girls' programmes.

With additional scrutiny being placed on athletes' welfare and wellbeing in the wider sporting landscape, annual player satisfaction and wellbeing surveys have been conducted, as well as squad 'health checks,' to further assess the culture within all our National Squads.

- England Women win World Cup bronze medal
- Formation of England Under 23 squads
- Appointment of full-time Talent Pathway Coordinator
- Satisfaction & Wellbeing surveys carried out to support player welfare

Performance
2017/18
Key Achievements



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