



England Lacrosse People Strategy

2023-2025

Introduction

England Lacrosse (EL) has come a long way in recent years, but there's still work to be done to make our sport the best it can be. It's time for real change, time to get to the heart of the issues that have been holding us back. Together, we can make lacrosse a truly inclusive, diverse and welcoming sport that everyone can be proud to be a part of.

Our People Strategy provides an understanding of who we are and a backdrop and platform for delivering our goals and objectives. The ever-changing landscape within the sports sector, requires a People Strategy that helps deliver our vision and mission in becoming a major team sport, promoting and developing all forms of Lacrosse, whilst, encompassing the wider Sport England "Uniting the Movement".

The People Strategy assists in creating an environment where our organisation's culture can be reflective of our core values - Respect, Accountability and Teamwork; starting at the Board level and cascading throughout the whole organisation embedding a culture which reflects and supports a more welcoming, inclusive, and safe sport.

This strategy cannot be adopted in isolation and will work in collaboration with the Equity, Diversity and Inclusion Strategy ([insert hyperlink](#)) which is underpinned by the Diversity and Inclusion Action Plan ([insert hyperlink](#)) which will be focusing on fostering gender balance at every leadership level. The EL Board will review the implementation, progress and outcomes of the People Strategy annually, and will share the findings with stakeholders (see "Embed and reinforce the organizations values across all aspects of operations", in the action plan appendix 3).

Aim

To create a strategy which will be developed in consultation with partners and stakeholders and clearly set out initiatives that address the following priorities:

1. Create a strong culture that attracts diverse talent at all levels of the lacrosse community – Respecting all backgrounds
2. Embed and reinforce the organisation's core values across all aspects of operations – Respect, Accountability and Teamwork.
3. Cascade our people strategy and values from the board down – Teamwork.
4. Working collaboratively across all strategies to enhances effectiveness, whilst facilitating teamwork.

Focus

We believe that the only way to achieve our aims with the available resources is to cascade the organisational culture we want across all groups who engage with EL. We want everyone from the Chair of the Board to the ad hoc volunteer coach to understand and embody the welcoming and inclusive culture we are looking to foster. We plan to do this by leveraging best practices in how we define the culture and then embedding it in everything we do (hiring, onboarding, communications, progression frameworks, etc).

EL staff working in conjunction with the Remuneration Committee (Remcom, see Appendix 1, the board sub-committee which oversees not just staff policies and procedures, but also has a wider remit of overseeing the EL workforce) undertook a review of the EL workforce structures, and identified the key groups who will drive behaviours to have an effective cascade of organisational culture.

The review of our workforce structure (Appendix 1 and 2) highlighted the importance of understanding and clearly defining our workforce which would focus our approach and to prioritise a strategy where we have support from Board level down through the key decision-making structure. This approach of creating a cascade of organisational culture will maximise capacity, focus support and embed a more inclusive and diverse landscape within the Lacrosse.

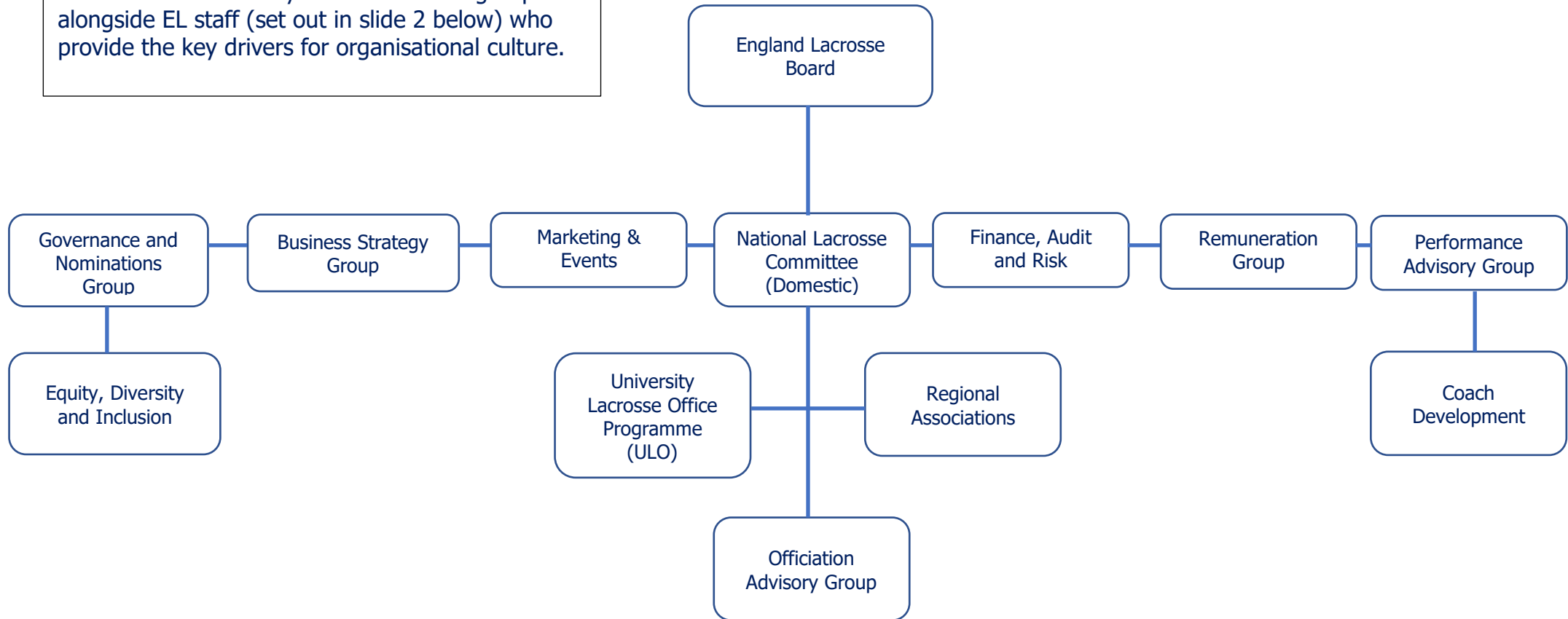
The specific groups of people, outlined below, will impact the strategy by having the ability to lead and encourage behavioural changes which would best support the organisation on meeting our aims and ambitions.

- The Board
- Board Sub Committees
- EL Staff
- Regional Groups
- Officiating Coordination
- Coach Coordination
- University Lacrosse Officers workforce

The action plan in Appendix 3, sets out the initial steps for each priority outlined above for each group to drive the cascading of organisational culture through to 2025 via the Diversity and Inclusion Action Plan, with an initial focus on gender equality.

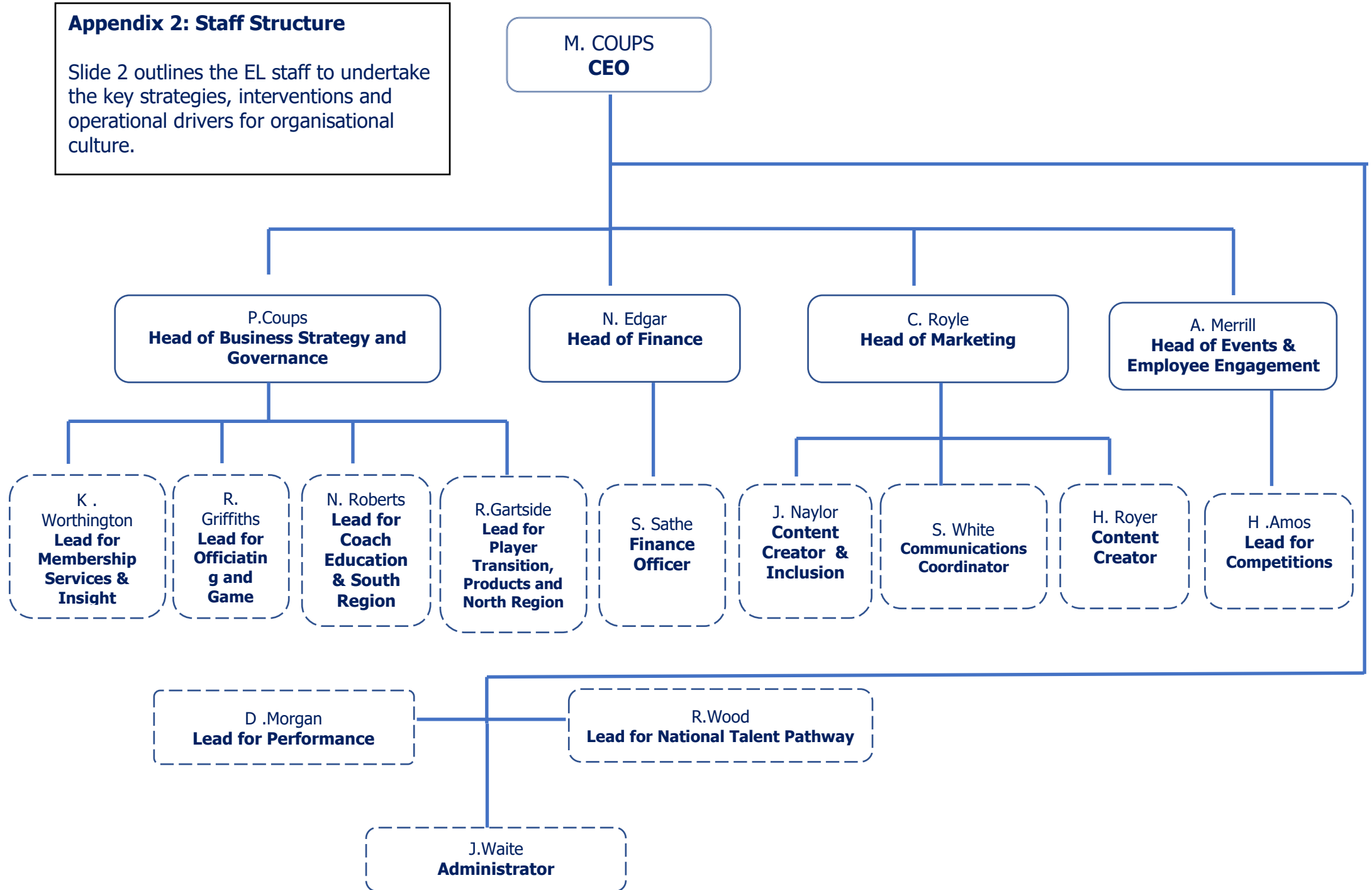
Appendix 1: The Governance Structure

Slide 1 outlines the key committees and groups alongside EL staff (set out in slide 2 below) who provide the key drivers for organisational culture.



Appendix 2: Staff Structure

Slide 2 outlines the EL staff to undertake the key strategies, interventions and operational drivers for organisational culture.



Appendix 3: Action Plan

Outcome	Actions	Lead	Monitoring
Attract diverse talent at all levels of the lacrosse community.			
Ensure we have a diverse funnel of candidates which respects all backgrounds.	Advertise roles more widely as well as in a targeted way to reach new and more diverse groups and networks.	Head of Events and Employee Engagement	DIAP Priority 1
	Ensure all role adverts are written in a way that is as inclusive as possible.	Head of Events and Employee Engagement	DIAP 1.2
	Mandate diverse shortlists based on recruitment targets for under-represented groups, so long as candidates meet minimum requirements of the role.	Head of Events and Employee Engagement	DIAP 1.2
	Develop initiatives/partnerships/programmes to enable targeted upskilling and capacity building among priority groups.	Head of Events and Employee Engagement	DIAP 1.1 / 1.2
	Wherever possible, ensure all roles can continue to be open to flexible working.	Head of Events and Employee Engagement	DIAP 1.2
Ensure out interview processes reflect our inclusive values.	Interview panels to be diverse and comprise, as a minimum, gender diversity.	Head of Events and Employee Engagement	DIAP 1.2
	Review and update recruitment and selection training, and mandate its completion by all hiring managers, ensuring managers are informed, supported and engaged to help meet recruitment targets.	Head of Events and Employee Engagement	DIAP 1.2
	Interview assessment criteria to be identified ahead of interviews.	Head of Events and Employee Engagement	DIAP 1.2

Leverage data throughout the interview process to ensure we are holding ourselves Accountable.	Informed by insight at key stages of the recruitment process (e.g. response to job advert, 1st interview, assessment, 2nd interview), carry out end- to-end review of the recruitment process with a focus on how EL values can be maximised in each part of the process - including through a drive to reduce essential criteria in Job Descriptions.	Head of Events and Employee Engagement	DIAP 1.2
	Based on benchmarks from internal data, agree and implement 5-year recruitment targets for women (%) and people from diverse backgrounds (disability, ethnically diverse backgrounds, LSEG and LGBTQ+) aligned to the identified workforce in the People Strategy, reflecting the lacrosse community.	Head of Business Strategy and Governance/ Head of Employee Engagement	DIAP Targets on Gender
	Undertake audits of applications to EL roles as outlined in the People Strategy, to capture diversity data on applicants (by reference to the protected characteristics and any other key diversity indicators, such as socio-economic status, education and professional background).	Head of Events and Employee Engagement	DIAP 3.3
Embed and reinforce the organisation's core values across all aspects of operations			
Launch a values-driven communication campaign: Respect, Accountability and Teamwork.	Create an EL values-led value proposition deck.	Head of Marketing and Partnerships	DIAP Priority 2
	Raise the profile about EL values, agree language and tone, embedding the culture into our organisation.	Head of Marketing and Partnerships	DIAP 1.2
	Embed organizational culture in induction, and all training; target appropriate training for staff and identified workforce.	Head of Events and Employee Engagement	DIAP 1.2
	Annual report to outline success and achievements in delivering the people strategy	Head of Business Strategy and Governance	DIAP 2.8, 3.3
	Implement a communication strategy that highlights stories of individuals within Lacrosse England who exemplify organisational values. Share these stories through various channels, such as newsletters, social media, and internal communications.	Head of Marketing and Partnerships	DIAP Priorities 2 and 3

	Encourage leaders within EL to actively demonstrate and promote the organisation's values in their daily interactions and decision-making. This includes providing them with the necessary training, resources, and support to effectively cascade these values throughout the organisation.	CEO / Head of Events and Employee Engagement	DIAP Priorities 2 and 3
Ensure all policies and processes reflect and uphold our core values: Respect, Accountability and Teamwork	Establish a transparent and fair process for addressing violations	CEO	DIAP 1.2
	Review and, where necessary, update our HR policies, and workforce training to ensure that they embrace EL organisational culture. Implement new policies where there may be gaps.	Head of Events and Employee Engagement	DIAP 1.2
	Ensure that staff and members are assessed not only on their achievements but also on their alignment with and demonstration of organisational values.	Head of Events and Employee Engagement	Update Staff Survey and Appraisal process April 2024. DIAP 2.2, 2.3, 2.4
Leverage data throughout the employee lifecycle to ensure we are holding ourselves Accountable.	Analyse attrition rate of current diverse workforce, identify any causal indicators and introduce any necessary corrective measures.	Head of Events and Employee Engagement	Stakeholder Engagement October 2024 DIAP 1.2
	Send a survey out to capture the sentiment of people within EL and to see if they see the values in action.	Head of Marketing and Partnerships	DIAP 3.1, 3.5
Cascade our people strategy and values from the board down			
Ensure all board members adopt our	Ensure new members receive a full, formal and tailored induction bespoke to their needs, skills and experience on joining the Board.	Head of Business Strategy and Governance	Update of Induction pack April 2024

<p>culture and cascade throughout the organisation – leading on the core values Respect, Accountability and Teamwork.</p>	<p>Undertake and maintain:</p> <p>a) a record of an annual evaluation of the Board’s own skills, performance and effectiveness which should encompass diversity in all its forms, including due regard to lived experience;</p> <p>b) a record of annual appraisal of each individual Director, and CEO;</p> <p>c) a record of evaluations of the governance structure</p> <p>Agree and implement a plan to take forward any actions resulting from the evaluation.</p>	<p>Head of Business Strategy and Governance / Head of Events and Employee Engagement</p>	<p>DIAP 3.4</p>
	<p>Introduce mentoring, reverse-mentoring (with Board and senior leadership team), job-shadowing, sponsorship opportunities and governance / committee work awareness forums for identified workforce.</p>	<p>CEO / Head of Events and Employee Engagement</p>	
<p>Ensure we receive feedback on our governance structure and adapt where necessary to be Accountable on improvements our People structures.</p>	<p>Engage with key stakeholders to seeking guidance on how they’d like to be involved in the governance structure</p>	<p>Head of Business Strategy and Governance</p>	<p>DIAP 3.4 and 3.5</p>
	<p>Consider whether, and if so how, EL can use its structure, as outlined in the People Strategy for development opportunities and to develop future Board-ready / committee ready candidates through “meet the board sessions” to provide an open session for raising the awareness of Directors roles and benefits.</p>	<p>Head of Events and Employee Engagement</p>	
	<p>Conduct an annual review of governance structure as part of stakeholder engagement</p>	<p>Head of Business Strategy and Governance</p>	