



# Annual Report

English Lacrosse Association  
2015/16



**ENGLISH LACROSSE**



Dates: 12-22 July 2017

Venue: Surrey Sports Park, Guildford,  
Surrey

[2017worldlacrosse.com](http://2017worldlacrosse.com)

@RWLC17



Dates: 12-21 July 2018

Venue: Hough End, Manchester

[2018worldlacrosse.com](http://2018worldlacrosse.com)

@worldlax2018

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# Welcome

Welcome to the 2015/16 English Lacrosse (EL) Annual Report. The past year has been one of the most challenging and rewarding periods the organisation has encountered. Our Team England U19 Women's bronze medal at the FIL U19 World Cup in Scotland was a fantastic achievement and congratulations to all the players, coaches and administrators involved.

The organisation is based on a small number of professional staff working together with a large number of dedicated volunteers. In the summer of 2015, the strength of this relationship was put to the test as the sport undertook a fundamental re-organisation of its coaching and development programme due to the suspension of our United Kingdom Visa and Immigration licence.

I would like to personally thank all those staff and volunteers who did such an incredible job of creating new solutions in a very short space of time so that our partners in schools, universities and clubs could maintain their planned playing programmes for the 2015 season.

During this past year, EL has further developed its centralised partnerships and we are delighted to have PlayerLayer and RPC join our existing key partners Rathbones, Manchester City Council, Surrey Sports Park, OPRO, STX and Youth Sports Direct in assisting us in growing lacrosse in England.

As highlighted in last year's report, further modernisation of the organisation has been undertaken with the creation of The National Lacrosse Committee to assist the co-ordination and development of the recreational game. This committee is the final step on our path to creating a unified structure for Men's and Women's lacrosse at a National level and this is a significant achievement. The year has also seen the creation of a Research and Initiatives Group to assist us with our long term planning and a Performance Management Group to check and challenge our progress as an organisation on a regular basis.

Looking to the future, EL has started the consultation process with the game to introduce an Individual Registration system for lacrosse in England. The move to individual registration will assist the organisation in improving its services, ensure all individuals have the relevant insurance to participate and provide extra revenue to develop the game, which will be needed over the coming years as Government funding is reduced.

The preparations for the 2017 FIL Rathbones Women's Lacrosse World Cup and 2018 FIL Men's Lacrosse Championship are now in full swing with both providing excellent opportunities for us to develop the profile of our sport, attract new partners and increase the number of people participating. The 2017 event has seen Sport England provide investment for a legacy programme in Surrey and we are currently in negotiation for a similar programme for 2018. We all now need to take advantage of the opportunity that hosting these two world class events provides and I look forward to meeting the challenge of delivering the most successful Women's and Men's Games.

In closing I would like to thank all the staff, the Board, sub-committees 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



# English Lacrosse's Year

English Lacrosse has been working hard over the last 12 months to ensure effective day-to-day running of the game, presenting the values of the organisation as set out in the 10-year strategy. In addition, we have continued to work to develop and grow the organisation.

## Key Achievements

### Individual Registration

The introduction of an Individual Registration system is a significant progression for lacrosse. The Board undertook a comprehensive review which clearly identified the need to improve the registration of all individual's information. It also highlighted that the implementation of a new system would be needed to assist the growing number of clubs with their own administration. Participant UK have now been engaged to develop the technology required and consultation is underway with all areas of the game to develop the new system. It has been agreed that the system should be implemented for the 2016 season and we look forward to its successful introduction.

### Development of the 2017 and 2018 World Events

The development of the two world events in 2017 and 2018 has been a priority. Over the past year, two wholly owned subsidiary companies have been instigated to oversee the two events. Both 2017 and 2018 now have active stakeholder boards which report on a regular basis, and 2017 FIL Rathbones Women's World Cup has a fully developed operating committee chaired by Board member, Sallie Barker, to organise the event, with a 2018 operational group under development. Beever and Struthers, our accountants, will provide an independent report on the organisation, management and risks associated with hosting these two major events.

### Merger of the Men's and Women's Playing Committee

The creation of the National Lacrosse Committee is one of the final steps in the planned restructuring of the organisation. The National Lacrosse Committee now provides the game with a unified body to oversee recreational lacrosse in England. The Committee has already started work on various key issues including taking a major role in the



Individual Registration consultation. Two board members are also attending the committee to ensure that the committee has direct communication with decision makers.

Sub-committees and working groups:

The Audit sub-committee and Finance Working Group have been amalgamated to form the Finance, Audit and Risk Committee which provides the relevant scrutiny of our monthly management accounts, assesses the current risks to the organisation and engages with our auditors who produce our annual accounts.

To support the work of staff and key volunteers, the organisation has set up a Research & Initiative Group to assist with the insight required for our long term development plans and a Performance Management Group to monitor the progress of the organisation on a regular basis.

Modernisation and development

The recruitment of new, independent, non-executive directors has assisted in the modernisation of the board structure and the progression towards being a fully strategic board. Further development has now been proposed which includes appointing an independent Chair, fewer Board members and a wider demographic of individuals whilst continuing to recruit high calibre, knowledgeable people.

In November 2015, EL was externally audited by Moore Stevens on behalf of Sport England's audit procedures for grant aided bodies. Moore Stevens highlighted that overall there is an adequate governance, finance and control framework in place to support the organisation in pursuing its objectives and ensuring Sport England funding is properly managed and accounted for. Moore Stevens recommended to Sport England from their report that English Lacrosse's rating should be raised from amber/green to green/amber. This recommendation was approved and will assist EL in future grant aid applications to the Government. EL was identified by Sport England to be a pilot for a new high performing governing body framework to assist sporting organisations in improving their decision making structures, governance, finance and controls. Staff and Board members reviewed the framework and coupled with the findings of the on-site audit, a robust action plan of improvements has now been agreed and is being implemented.



# BOARD

**FARC**  
Finance, Audit, Risk

**NLC**  
National Lacrosse

**REMCOM**  
Remuneration

**PERFORMANCE**  
Team England, talent



The finance department encountered some changes during the year in both personnel and monitoring structures. During the year, a Finance, Audit and Risk Committee was initiated, which provides relevant scrutiny of the monthly management accounts, assesses and manages the current risk to the organisation and engages with our auditors to produce robust annual accounts. The committee appointed an independent member to assist with the work, which is lead by English Lacrosse's Finance Manager.

During the year, EL experienced a significant disruption to the Foreign National Coaches Programme. The consequences of the UKVI intervention ensured that the budgeted programme and the resulting activity taking place from this had to be reorganised. This placed pressure on the forecasted results for the organisation. Midway through 2015, the committee agreed to set a major objective to try to ensure that a loss was not made in the year; we were successful in achieving this aim.

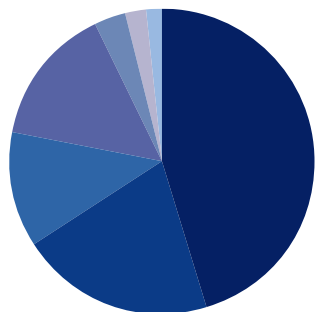
## **Finance, Audit and Risk Committee**

Improved the overall financial accounting process and procedures of the organisation

## **Remuneration Committee**

Established a transparent framework for employee remuneration that links with a robust annual appraisal process

Finance  
Committee 2015/16  
Key Achievements



- Management Fees
- Training of coaches & officials
- Club Subs
- Performance
- Camps & Events
- Overseas Coaches
- Sport England Grant

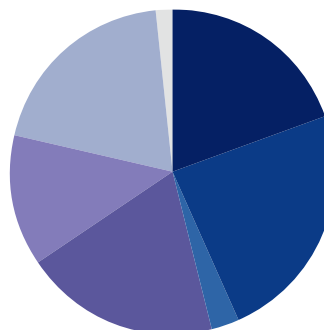
Income Source	Additional	Income Generated	% of Total
Sport England grants		£867,200	44.6%
Provision of Overseas coaches		£394,333	20.3%
Camps, events and participation		£230,376	11.8%
Performance	Player contributions	£282,892	14.5%
	Other performance income	£32,152	1.7%
Club subscriptions & league fees		£66,630	3.4%
Training of coaches & officials		£41,505	2.1%
Management fees - World events		£30,000	1.5%
Other Income		£21	0.0%

**Total Income**    £1,945,109

Expenditure	Additional	Amount Spent	% of Income
Staff costs	Operational	£396,520	20.4%
	Administrative	£322,191	16.6%
Overheads/Core costs		£167,839	8.6%
Irrecoverable VAT		£45,749	2.4%
Provision of Overseas coaches		£440,026	22.6%
Camps, events, participation		£218,361	11.2%
Performance - training/tour costs		£325,038	16.7%
Training of coaches & officials		£26,254	1.3%

**Total Expenditure**    £1,941,978

**Reserves**    +£3,131



- Training of Coaches & Officials
- Performance
- Camps & Events
- Overseas Coaches
- Irrecoverable VAT
- Staff Costs - Operational
- Staff Costs - Administrative



## Partnerships

The development of our commercial strategy and framework, supported by Sport England, in the 2015/16 season created an impetus as well as a model for developing and improving our partnerships.

This energy has enabled English Lacrosse to build and improve on our existing partnerships:



- Rathbones, (organisational, National Schools and 2017 World Cup)
- Manchester City Council (organisational, national events and 2018 World Championship)
- Surrey Sports Park (national events and 2017 World Cup)
- Youth Sport Direct (educational and equipment)

During the last year we have developed new partnerships to support the growth of the game, Team England and the two World Events. This has been made possible by the data provided by the commercial strategy, greater staff resources being dedicated to this area and the opportunities presented by the 2017 World Cup and 2018 World Championship.

- OPRO (mouthwear)
- PlayerLayer (apparel)
- RPC (organisational and 2017 World Cup)
- STX (equipment)

The emphasis on improving our range of partners to support us will continue as we look toward hosting the two World Events and developing our Individual Registration system which will improve our offer to commercial companies.

Four major partnerships for Lacrosse delivering over £150,000 of benefit per year

Title sponsor for the 2017 FIL Rathbones Women's Lacrosse World Cup

Partnerships 2015/16  
Key Achievements



## Development

In the summer of 2015, English Lacrosse undertook a fundamental reorganisation of its coaching and development programme, due to the suspension of the UKVI licence. Staff and volunteers ensured that our partners in schools, universities and clubs could continue with their planned playing programmes and continued to develop the number of people playing lacrosse. We are delighted to be able to report that despite this considerable disruption the programmes were able to achieve an increase in playing numbers of 2,652.

The Committee is comprised of volunteers from across all lacrosse regions bringing specialised skill sets in the areas of: schools, clubs, universities, workforce, events, and standards. The Committee has achieved many successes in

Year 1, most notably the RESPECT code and new standardised disciplinary process as well as the Men's competitive review.

The key to the initial success of NLC has been because each of the Men's and Women's regions appointed a key volunteer and these members were given an area of the game to champion, as well as providing regional expertise. The group has been able to provide specific advice and support for the development and implementation of:

- Individual Registration
- RESPECT Code of Conduct for the sport
- Standardised national Disciplinary Process
- Men's Competitive Review
- Joint centralised competitive calendar
- Enhanced Regional plans



Establishment of the committee and its members with a clearly defined remit

Valuable insight and information to assist with delivery such as Individual Registration

Development of a RESPECT Code in order to create a sporting culture that provides opportunities for all to participate in keeping with the spirit of our game

Development of a standardised Disciplinary Process across all regions and the Men's and Women's games

National Lacrosse  
Committee 2015/16  
Key Achievements



## Education

The Education and Skills Programme has been challenged to provide the game with the workforce required to sustain our growth in light of the ruling by UK Visas & Immigration (UKVI) to restrict overseas lacrosse coaches. The timeliness of the suspension combined with the impact of losing a significant part of the coaching workforce caused substantial disruption to the planning of the 2015-16 season and early stages of all delivery programmes.

The response in implementing an effective action plan ensured EL successfully managed the disruption to the delivery programmes and enabled continued growth in participation.



The key to ensuring success was due to:

- Immediate and decisive action by EL to create a new system of delivery
- Identification of who was going to deliver
- Defining what training was required to up skill identified workforce

The E&S programme delivered the workforce element of the programme while also sustaining the core workforce training programme outlined in the achievements above.



Recruitment and training of UK based development staff to ensure EL delivered participation increases

Roadshows delivered to HEIs and host organisations, to develop employability skills through lacrosse

Maintained all workforce ratios as set with Sport England

New coaching product piloted, "This Girl Can Coach" for delivery in lacrosse playing schools (16 – 18 years)

Partnerships in place with Fit 4 Sport and Premier Education Group

National Education  
Programme 2015/16  
Key Achievements



## Events

In March 2015 Lacrosse launched its events strategy 2015 to 2020 detailing how we are going to improve and invest in the events we run to assist in raising the profile of the sport. The strategy outlines how we promote and organise 3 “tiers” of events, significant international tournaments, national tournaments and finals and regional tournaments and finals.

During the last year the strategy has been used to assist us in dedicating extra resources and support for our top tier events which has enhanced the following events:

- Women's Home Internationals
- National Club Championships and Manchester Challenge
- Superleague
- Rathbones National University Championships
- Rathbones National Schools Lacrosse Championships
- National Pop Lacrosse Championships

The extra assistance for these identified events has been achieved by our partners providing investment to help us improve them and we look forward to developing these relationships further.

The 2017 FIL Rathbones Women's World Cup and 2018 FIL Men's World Championships have been a focus for staff and volunteers over the last year. Both events have appointed management companies to assist in the development and delivery of these competitions and the Women's World Cup has a well-established local organising committee with the Men's World Championship in the process of establishing theirs. We all look forward to these World Class events.



Improved Rathbones National Schools Lacrosse Championship

Improved National Club Championship

Appointment of Event Management Companies to 2017 and 2018 World Events

Events 2015/16  
Key Achievements



# Performance

Lacrosse's performance programme has had a very successful year as we continued to take significant steps to contribute to the strategic direction needed to deliver the talent and elite programmes.

This success is demonstrated by our Team England Lacrosse Women winning Gold at the European Lacrosse Championships in Prague and Under 19 Women winning a Bronze Medal at the Under 19 FIL Women's World Lacrosse Championship in Edinburgh; congratulations to both teams. We would also like to congratulate the England Indoor Men's team for achieving a 5th place finish at the 2015 World Indoor Lacrosse Championships.

In 2015 the launch of the Team England Brand was agreed by the Performance committee and has been a key factor in bringing all the National Teams together presenting a unified and consistent image on the inter-

national stage. During the year we have been working on improving our accountability, transparency and consistency of programmes as well as enhancing our support for individuals. This has included:

- Team England Men's and Women's and both Under 19 squads provided with sports science, fitness, nutrition and medical support
- Talented Athlete Scholarship Scheme funding gained for 10 U19 men which was utilised in the lead up to the U19 Men's World Championships
- Sports Aid grants being awarded for 7 boys and 3 girls

The year has also seen the continued development of the talent pathway for the boys' and girls' game. This has been assisted by the formation of a Performance Coaching Group which shares good practice and improves our Team England support.

Team England Lacrosse Women European Champions

Team England Lacrosse Under 19 Women World Bronze Medallists

Team England Lacrosse Brand Launched in 2016

Performance  
2015/16  
Key Achievements

