



ANNUAL REPORT

**England Lacrosse
2019-20**

ENGLAND LACROSSE in numbers

1 Top ranked in Europe both Men & Women

36% female representation at board level

300% Increase in flexible offering at club level

42k participants in regular leagues, events and competitions

13TH fastest growing NGB on social media

2 European Gold medals won in 2019

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

57% of EL Registered Individuals are female

CONTENTS

WELCOME	4
MESSAGE FROM THE BOARD	6
REPORTS	8
TALENT & PERFORMANCE	9
THE GAME	10
EDUCATION & SKILLS	12
FINANCE	14
PARTNERSHIPS	17
EVENTS	18
GOVERNANCE, DIVERSITY & INCLUSION	21



WELCOME

Welcome to England Lacrosse's (EL) 2019/20 Annual Report. The last 12 months have been completed under some of the most unique circumstances I have experienced in over 30 years that I have worked in Sport, but there has once again been so much for Lacrosse to celebrate as shown in this year's report.

I would firstly, like to thank our outgoing Board Chair, John Neal, for his leadership over the last three years, the support he has given myself and his enthusiasm for developing the sport during his tenure. I would like to congratulate Hannah Bowe on taking up the role, becoming EL's first female Independent Board Chair and I am looking forward to working with her over the coming years.

Hannah is right at the forefront of the next generation of female business leaders; a former hockey international and professionally working at the top of the sports industry. Hannah has fully embraced our values and understood the needs of the organisation since joining as a Board Member in 2017 and has progressed both the board and their relationship with the game since her appointment, building on the work John started as our first independent chair.

The Board, committees and EL staff are working closer together than ever before, and under Hannah's guidance I am excited for the future progression of the organisation.

Once again, many thanks to all our committees and groups that have served the organisation over the last year. These groups comprised largely of volunteers, give their time and effort to improving the sport and shaping the future direction of Lacrosse without which we would not be in the position we are.

As we approached the completion of our EL Business Plan 2016-20, it has offered me time for a little reflection of the successful achievements of the last few years.

As evidenced throughout the report, we have continued to see overall participation numbers rise, reaching 42,000 this year, to support this we have grown the coaching and officiating base. We have developed our camp and event portfolios, all of which contributes towards reducing our reliance on public funding and contributing to our growth as a self-sufficient organisation.

On the performance front, we have developed a leading Talent Pathway system and are now being represented by national squads at all age groups that fill me with pride every time I witness them consistently delivering on the world stage.

For all the successes across the last year, 2020 has now posed some of the greatest challenges I have faced as Chief Executive of the organisation. I never envisaged a situation in which I would have to stop the sport being played and witness the global situation that we find ourselves in today.

However, the positive way in which our staff and indeed you, the members of the game, have responded to the challenges we face has demonstrated to me that we can be optimistic about the future.

I have also referenced in previous Annual Reports over the last few years the progressions we have made around sound financial planning and reporting thanks to the work of EL staff and our Finance, Audit and Risk Committee.

It is this work that has now placed us in a sound position to tackle the challenges surrounding the pandemic situation, allowing the organisation to continue to function despite considerable disruptions and with the support of Sport England and partners in ensuring the sport is best placed to flourish following this stoppage.

Conversely, whilst looking to the future, the last few months have also been a time for reflection and introspection. It has highlighted the inequalities throughout sport and society and made clear that we have a responsibility and a duty to do more for our members, for our communities and all in our lacrosse family.

We are determined to tackle the issues and address the barriers that exist within lacrosse currently preventing people from playing and enjoying the sport.

As we look ahead to finalising our next Business Plan, to shaping the future direction of lacrosse in England, we want to be bold in our decision-making.

We want to begin to make real change across the sport and ensure our vision is a reflection of the broad spectrum of communities we are here to represent.

I am confident about the future of Lacrosse and with your support we can meet the challenges of COVID 19 restrictions to our sport and ensure that we are ready to fully restart Lacrosse activity when we are able.

I wish you well, stay safe and healthy.

Mark Coups
England Lacrosse CEO



MESSAGE FROM THE BOARD

It is an honour and a privilege to write this address to you as Chair of the Board of England Lacrosse.

As the first independent female Chair of the organisation, I am fully aware I stand on the shoulders of those who have served this board and the sport prior to my tenure and I am excited by the prospect of further developing the organisation.

I would firstly like to give my thanks to the outgoing Chair, John Neal, for the tremendous work he has undertaken in the last three years in the role, as well as his support as I stepped into the position.

Having joined the Board under John's stewardship in 2017, I have seen first-hand the work that has gone into progressing the sport and the way in which he has always positively dealt with any challenges faced, something I will look to continue in my time as Chair.

Looking at the Board members that sit alongside me, in addition to the committees and groups that do such important work in informing our decision-making, I feel confident that we have assembled a strong, broad group of experts that have the future development and success of the sport as their focus.

I would also like to thank Mark and all the staff at England Lacrosse for welcoming me so warmly into the role and for their unwaning efforts over what has been a difficult period for everyone recently. Having worked with the staff now over the last couple of years, it is clear the organisation is being driven on a day-to-day basis by a team of capable and genuine people, centred on growing and developing the sport for the membership.

I will continue to push to create strong links between our workforce and the Board, encouraging us to collaborate, share knowledge, and make positive decisions together for the future of lacrosse.

The Annual Report sets out our achievements for the year, of which there are plenty. Nonetheless, there is plenty more to aspire to and I will encourage the Board and staff to make strong, bold decisions as we implement our new business plan in 2020.

The landscape for lacrosse and indeed sport in general continues to evolve at a rapid pace and we must make sure we place ourselves at the forefront by taking innovative and creative decisions that will set the sport apart.

Leading the way, a huge congratulations to all the England national squads who have proudly represented the sport and their country on the international stage.

Having played international sport during my career, I can attest to the dedication and sacrifice needed to compete at the highest level and the achievements of our squads, as set out in the Annual Report, should be something that we all take immense pride in. Well done and particular congratulations to our Gold Medal teams.

This year we have all been faced with a new and unprecedented challenge in the form of the COVID-19 pandemic. Despite England Lacrosse sitting in a strong position at the close of 2019, this will test the organisation and the sport to its limits. That said, I have already seen in the planning and preparations to date (financially, strategically, and operationally) that we are in a good place to navigate the sport through this period and emerge on the other side in a healthy position. Our thanks must also go to Sport England for the stability they have helped to provide.

That strength and resilience to face the challenge also filters down throughout the lacrosse community, right to the grassroots core, and I know that our members, volunteers and supporters will be just as determined to see our sport succeed as we recover from the effects of the pandemic.

I wish you all well for the coming year, both on and off the lacrosse field, and I would like to finish by reiterating my thanks for the privilege to lead this organisation and to every one of you who continue to do so much to support our sport.



Hannah Bowe
Board Chair



REPORTS

TALENT & PERFORMANCE

The Talent and Performance programme continues to work to empower individuals to become elite athletes as development of the Talent Pathway system strives to meet the increasing expectations of the organisation.

Improved personalised player feedback, coach induction and CPD opportunities, and increased knowledge on creating an all-round supportive performance environment have all benefited the programme's growth in the last year.

The Senior Women successfully retained their European title for a third consecutive triumph, against an ever-increasing standard of competition.

The programme continues to perform at a world-class level and moving past the mid-cycle point, look well set at this stage ahead of the 2021 World Cup.

Another particular highlight of the 2019 summer was our success at the Men's Under 20 European Championship.

As per our policy of using this event to prepare our squads for the following year's U19 World Championship, an effective U18 squad competed, displaying exceptional

maturity, to win gold against older opposition. With all these athletes eligible for a rearranged U20 World Championship in 2021, this experience should stand them in excellent stead.

The Under 19 Women's squad achieved a 4th place finish at the U19 World Championship in Canada, losing out to Australia in the bronze medal match.

Although we were unable to come away with a medal, a win against the bronze-medallists in the pool stages and a tight semi-final defeat demonstrated the talent present in this group.

Athletes from this group have already moved into Senior and U23 training groups and we will now be working to ensure these players are given the support required to transition through to senior international lacrosse.

The England Box Lacrosse team also gave an exceptional performance at the World Indoor Lacrosse Championship, recording a 4th place finish, equalling our best ever performance, and highest placing since 2007.

- Gold at the 2019 Women's European Championship
- Gold at the 2019 Men's U20 European Championship
- Equal best ever finish (4th) at the World Indoor Championship

Performance
2019/20
Key Achievements



THE GAME

Over the last 12 months, EL has seen the total core market steadily increase with over 42,000 participants playing the game in some form in the 2019/20 period, with growth markets within the university sector continuing to provide strong progression.

The community club game has also made notable strides in broadening its offers to participants with a 300% rise in the number of clubs having a 2+1 offer and many clubs traditionally only offering men's or women's lacrosse, are now expanding their provision across both areas.

EL continues to work across communities to expand the game, looking at ways to develop connectivity at regional and local level to provide information and exposure of the participation offers available within the game.

The University Lacrosse Officer programme launched in 2018 has grown by 35% and is developing into a corner stone intervention for regular lacrosse participation.

The university game is providing a platform for retention in lacrosse, and through the ULOs, we must now continue to work at connecting the community through building relationships with the local clubs and support students and graduates to engage with a community club to prepare for their transition into a career.

Significant work has also been completed in conjunction with organisation 'Student Minds' in showing the effects team sport can have on mental wellbeing, and the positive power of lacrosse at university in engaging with students with traditionally inactive lifestyles.

Attendance at our Triple Arrow camps continues to grow as we now look to expand the programme outside the traditional summer offering, plus the inclusion of a 'Future Leaders' camp programme. However, the developing COVID-19 pandemic may well impact the ability of the camp programme to run at full capacity and plans are being made to negate this impact.

- Expansion and growth of HEI flexible offers
- Improved digital platforms & market insights to aid effective communication
- Established the benefits of playing lacrosse for student mental well-being



The Game
2019/20
Key Achievements



EDUCATION & SKILLS

The 2019/20 Education and Skills Programme has taken significant steps over not just the last year, but the duration of the EL Business Plan 2016-20, to redesign and innovate the learning process. It has made an investment, in both staff and technology, in implementing a modernised learning programme using an online learning management platform to enhance the experience for all.

Approaching the end of the EL Business Plan 2016-20, EL is currently on track to deliver its officiating workforce targets. Following the steady rise in the number of EL registered officials (17% in the last 12 months, 65% since April 2017), and through feedback gathered from the Stakeholder Engagement Strategy, focus has been placed on improving the overall experience for officials in England.

With the appointment of a new dedicated Officiating Coordinator, increased CPD and mentoring opportunities are now in operation, as well as the beginnings of a campaign to improve disciplinary reporting and awareness of the EL RESPECT code to make officials feel safe and welcomed.

Since the redevelopment of the coach education programme in 2018, there has been an improved take up of the introductory Fundamentals of Lacrosse course, with very positive stakeholder feedback on the content and format.

However, there has been limited increases in engagement with the new gender specific Field Lacrosse coaching courses and EL is now working with its core markets to put impetus back in to the coaching programme going forward.

Following the pilot of a leadership programme for 14-18 year olds in schools and clubs, EL has also focused development on Young officials and coaches.

The creation of the 'Future Leaders' programme will equip young adults with the skills necessary to become the future of the sport and gain valuable experience for future life and employment.

- Continued increase in numbers of registered officials
- Future Leaders programme to launch following successful pilot
- Increased mentoring and CPD opportunities for current workforce within the Talent Pathway



FINANCE

This year has been a period for concentration on all financial aspects of the core business. To assist the focusing of the business, the Board and staff have developed **Project 300** which has assisted in increasing the organisation's income streams.

Project 300 has specifically targeted improvements in our Triple Arrow camp programme, National Academies, events portfolio and our membership and affiliation offer during the 2019-20 period, and EL will continue to develop these areas in the forthcoming year.

Membership and affiliation remained strong during the year, camp and academies were improved and education, especially in officiating saw increases in income. The main expenditure was attributable to the national squad programme with nine squads participating in events during the summer of 2019.

The end of the 2019/20 financial year was severely impacted by adverse weather affecting our major event programme and then the shut down of all lacrosse activity due to COVID-19.

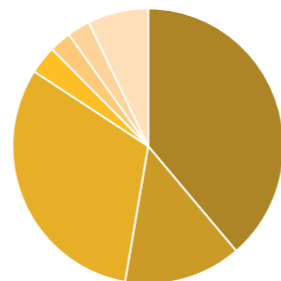
The strong financial management by both staff and FARC during this unprecedented period ensured that the business managed to make a small surplus at the year's end.

The continuation of the COVID-19 restrictions will present a significant challenge to the organisation's finances during 2020/21 and EL would like to thank Sport England, and our other business partners for their continued support for the sport as the organisation seeks to meet the challenges of the pandemic.

- Modest surplus recorded at end of financial year despite adverse weather and effects of COVID-19 pandemic
- Increased income in target areas including camps and events

Finance
2019/20
Key Achievements

Income - Period 1 April 2019 - 31 March 2020



■	Sport England Grant
■	Camps, Events & Participation
■	Performance - Player
■	Performance - Other
■	Club and League Entry Fees
■	Training of Coaches & Officials
■	Membership

Income Source	Additional	Income Generated	% of Total
Sport England grants		£720,076	38.8%
Camps, events and participation		£259,538	14.0%
Membership		£133,811	7.2%
Performance	Player contributions	£583,121	31.4%
	Other performance income	£61,765	3.3%
Club subscriptions & league fees		£48,448	2.6%
Training of coaches & officials		£50,826	2.7%

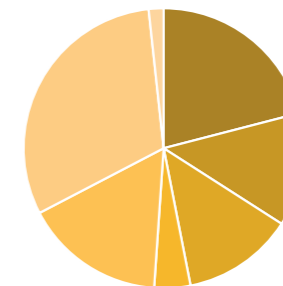
Total Income £1,857,585

Expenditure - Period 1 April 2019 - 31 March 2020

Expenditure	Additional	Amount Spent	% of Income
Staff costs	Operational	£386,665	20.8%
	Administrative	£241,634	13.0%
Overheads/Core costs		£237,017	12.8%
Irrecoverable VAT		£76,843	4.1%
Performance - training/tour costs		£570,349	30.7%
Camps, events, participation		£300,017	16.2%
Training of coaches & officials		£31,720	1.7%

Total Expenditure £1,844,245

Reserves £13,340



■	Staff Costs - Operational
■	Staff Costs - Administrative
■	Overheads/Core Costs
■	Irrecoverable VAT
■	Camps, Events & Participation
■	Performance
■	Training of Coaches & Officials



PARTNERSHIPS

EL continues to enjoy partnerships with Sweet Chariot (official travel partners), RPC Solicitors, STX, OPRO, Physique, Vita Sports, Premier Education and Independent Coach Education.

The partnership with RPC has proved to be a significant benefit to EL, enabling EL to work through organisational challenges that have been omnipresent throughout the last 12 months. The value alone of the RPC partnership, through pro-bono consultation, is estimated at £40k.

Total partnership support is worth £100k to the organisation demonstrating a strong brand profile with our partners.

EL has also looked to explore reciprocal commercial partnerships with other sporting organisations to utilise and share resources.

Securing the use of venues such as Harlequins Rugby, has given EL the opportunity to work with the club on areas

such as marketing and promotions, allowing EL to access a significantly wider audience and promote the game outside of our traditional core markets.

We are also exploring the potential for sharing resource and expertise with other NGBs in close proximity to the organisation, engaging in regular conversation to discuss ways in which resources can best be used collectively.

- Continued relationships with vital partners
- New Partnerships established with sporting organisations

Partnerships
2019/20
Key Achievements



EVENTS

Following the identified need for increased international competition outside of the traditional European and World competitions, a summer international series was launched in the summer of 2019.

Our women's national squad took on a US touring side from the Women's Professional Lacrosse League (WPLL), hosting a three-match series, and bringing world-class international lacrosse back to England under the objectives of raising the profile of the sport and developing sustainable income streams.

Following the success of the 2019 Summer series, plans had been announced, before the pandemic, to expand for Summer

2020, incorporating both men's and women's internationals against Japan, taking the action to both the North and South of England.

The expansion also included the acquisition of larger, more professional venues as we established partnerships with Harlequins RFC and Sale FC Rugby to significantly improve the matchday experience for players and fans, while allowing us to advertise the game outside of traditional lacrosse audiences.

National Schools Lacrosse Championships continue to run as both a major asset and resource for the organisation with thousands of players and spectators onsite across the duration.

Again weather issues, plus the impending COVID-19 pandemic, prevented the competition from taking part in its entirety, and work will now be undertaken this year to explore how we can minimise disruption in future years.

Investment was also placed into improving our digital offerings at events with professional live streaming at all major events, including the internationals, Super League and National Club Championships to increase our overall

- Launched International Summer Series
- New event venue partnerships established
- Investment in professional live event streaming

audiences. A successfully expanded School Challenge Cup also provided a high-level opener for the school calendar, while the partnership with BUCS to run the 8s Championship continued with 38 teams participating.

It is yet to be seen how COVID-19 will impact the Events calendar for the next 12 months.



Events
2019/20
Key Achievements



GOVERNANCE, DIVERSITY & INCLUSION

The focus for the Board over the last 12 months has been to monitor the EL Business Plan and support the executive in developing strategy enabling EL to become more commercially focused with improved non-public funded income streams.

All of the Board committees and supporting groups have undertaken their duties to support the Board and the development of EL with the National Lacrosse Committee (NLC), Finance Audit and Risk Committee (FARC), Remunerations Committee (RemCom) and Governance & Nominations Group all undertaking their duties to assist the achievement of our Business Plan 2016-20.

The Governance and Nominations Group has overseen three significant governance initiatives over the last year:

Firstly, undertaking a rigorous board recruitment process for a new Chair and elected directors which led to the appointment of Hannah Bowe, our first independent female Chair.

EL has undertaken a refresh of the Bye Laws for lacrosse, building on the improved governance with the Regional Associations and enabling a more aligned governance structure.

EL has also met with the Regional Chairs to develop the 2020-24 Business Plan, improving regional communication and coordination of direction for the organisation.

Finally, the Governance Group has overseen the continued implementation of the Stakeholder Engagement Strategy. Through surveys, consultations and face-to-face focus groups, EL has been able to gather feedback from across the spectrum of the sport generating feedback on activity and influencing the future direction of the organisation.

EL also began collecting robust equalities data through its new membership platform launched in September 2019, and can now begin to use this data to measure the impact of planned initiatives to promote and improve diversity and inclusion in the sport.

- Appointment of a new independent female Board Chair
- Commitment to addressing inequalities in lacrosse

Governance
2019/20
Key Achievements



ENGLAND LACROSSE
ROWSLEY STREET
MANCHESTER
M11 3FF



+44 (0) 161 974 7757

WWW.ENGLANDLACROSSE.CO.UK