



**OPERATIONAL PLAN
REPORT TO
AUSTRALIAN SPORTS COMMISSION
APRIL 2010 – OCTOBER 2011**

25 October 2011

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KRA 1 : GOVERNANCE, LEADERSHIP & MANAGEMENT

Governance, Policy, and Compliance:

The ALA is aware it will have to report on the 2010/11 period as part of the 2011/12 Sport Collaboration Agreement (SCA) compliance requirements/annual review process, following the end of the 2012 financial year. This comprehensive ALA Operational/Performance report therefore covers the period April 2010 through October 2011, and is reported against the ALA Operational Plans for both these years. This report also acknowledges ALA's compliance to date with regards the SCA Communications Schedule.

The on-going support of the Australian Sports Commission (ASC) has been integral to the sport of lacrosse in this country, and the ALA remains indebted to the Commission for their recognition and continuing funding (\$50,000 Sport Participation Grant 1 July 2011-30 June 2012). With the termination of the prior 'ASC Funding & Service Level Agreement' (FLSA) in December 2010 (which was due to have expired 30 June 2011), the ALA signed the (SCA) commencing 13 December 2010 and expiring 30 June 2012.

The ALA recognizes and values the contribution of the ASC and the collaboration it has enjoyed in the interests of the sport of lacrosse and its participants as per the terms of this agreement. In February 2011 the ALA Board met with retiring Sports Partnership Manager Mr. Bob Kershaw, and incoming ALA Sports Partnership Manager, Mr. Andrew Pratley. The ALA prides itself on its two-way communication with the ASC, and recognizes the important time contribution made by both Mr. Kershaw and Mr. Pratley as invited guests to ALA activities during the past nineteen months.

All compliance documentation and reporting obligations have been met in a timely manner by the ALA, including the completion of the FLSA 2009-2010 and Schedule A-ASC Acknowledgement documents, with confirmation received that all was satisfactory.

At the national level the need for governance reform had been apparent to the ALA Board for some time, and had been discussed at regular intervals during 2009 and early 2010 with Member Associations. Recognizing the notion of 'better practice' in governance has changed over time the ALA moved to ensure its governance practices continued to meet the needs of the times. This started with a substantial review of the ALA Constitution to ensure it reflected the needs of the Members and met its objects, and to specifically clarify structures following the end of the transition period. To facilitate this process legal advice was obtained from Lander & Rogers.

With six motions to amend the Constitution having been put to the 2nd ALA AGM in March 2010, and four lost, the Board determined to gain the support of Member Associations through consultative and informative meetings with State Boards over the next eight months in a bid to get nineteen Constitutional motions passed at a Special General Meeting which was held on 13th November 2010 two weeks ahead of the 3rd AGM. (Note a change to the ALA Financial Year-end by special resolution at a meeting in March 2010 resulted in two AGM's within the same 12-month period). Eighteen of the nineteen proposed motions were passed which then provided the opportunity for the ALA to

move forwards and undertake its activities in a manner that is consistent with 'Good Practice.' This 'change of support' reflected improved communication with ALA Members, and acknowledgment of the Board's 'intent to improve.' Because of the linear nature of the some of the adopted changes transitional steps were required with justified benefits realized at various stages over the ensuing eleven months.

The motion lost referred to the ALA Constitution being amended by deleting *Clause 21.1 Voting Rights (1)* and replacing with:

- (1) Unless and until otherwise determined by the Board, in all General Meetings only Voting Members shall have the right to vote, via their appointed Delegate. Each Delegate for a State Association shall be entitled to one vote at General Meetings.*

Voting is currently based on the representational model calculated on registered and financial senior members within each of the State Associations. Whilst the Directors concur in principle with the 'One State one Vote' voting system, and unanimously agreed to place this back on the agenda for 2011, the Board decided at its October 2011 meeting not to re-put this motion at this time. It will now be the goal of the 2012 Board to help further develop its three minor States so they can become increasingly active at the national level and can truly justify their voting entitlement.

The ALA having adopted and implemented various governance/management policies in 2009/2010 which included a Communication Policy, Finance Policy, Conflict of Interest Statement, and Code of Conduct, then proceeded to review and revise both the Communication Policy and the Finance Policy in 2011, recognizing that continual review is essential to their effectiveness.

The ALA remains committed to promoting ethically fair and drug-free sport, ensuring that Australia produces lacrosse players who are competing and winning fairly. Risk Management policies continue to be reviewed from time to time such as the ALA Anti-Doping Policy and Practices to ensure they comply with the mandatory provisions of the World Anti-Doping Code as approved by ASADA. These are then circulated to MA's and National Team Management Staff. As the NGB for lacrosse the ALA, through their National squads and teams, need to meet the Federation of International Lacrosse (FIL) requirements in relation to implementation of the FIL WADA Rules. (Appendix A).

With the adoption of the ALA Member Protection Policy (MPP) in 2009 the Board has not yet compiled the ALA 'Discipline and Grievances' By-Laws, so this will now be a task for undertaking and completing in 2012.

Whilst the establishment of a Risk Audit Committee was considered in 2010 and Terms of Reference, Major Aims and Authorities and Obligations compiled, it was then agreed at the February 2011 meeting that this was not a priority action for the immediate time, and it shall therefore be reviewed in 2012.

The ALA has always recognized the need for new Board members to know about the workings of the association, their responsibilities as a Board Director in order for each one to become a productive contributor to the Board, and to gain an understanding of the ALA's objectives and operations in order to facilitate the decision-making process. Following on from the October 2010 President's

Forum at which Bob Kershaw stated *“it is desirable for new Directors to undergo an induction process”* an ALA Induction Policy (Appendix B) and ALA Board Charter (Appendix C) were compiled and adopted. The induction program comprises a series of organizational documents which are provided to new Directors on a USB.

The production of the Costed Operational Plan for 2010 and 2011 provided the Directors with operational and budgetary guidance throughout the year. Directors have been required to report against this Plan at all meetings. The ALA Strategic Plan was completed and adopted in mid 2010 so is now in its second year of its four-year cycle (2010-2013).

Governance and Board Members

During 2010 two Directors resigned following the May Board meeting (one for personal reasons, and the other for failing to uphold his Director responsibilities under the ALA Constitution and the ALA Directors’ Code of Conduct). Although this left two casual vacancies these positions were not sought at the time.

At the 2010 AGM Shelley Maher and Gary Brown did not seek re-election; those elected were Mike Slattery and Lynton Arscott. Shelley had been on the Transitional Board, and was the former President of Women’s Lacrosse Australia. Her presence has been missed from the ALA this year however she has continued to do some ALA project work from her current domicile in the USA.

The positions of High Performance & International Events Chair/Men’s Program Manager, and Women’s Program Manager were vacated at the conclusion of the ALA 3rd AGM and not re-called.

At the Special Meeting in November 2010 one of the motions put and unanimously passed was the ALA Constitution be amended by deleting Clause 22.2 Composition of Board (a) and replacing with:

- *The Board shall be comprised of no more than seven (7) Directors, five (5) of whom shall be elected in accordance with clause 22 and the remaining two (2) appointed by the elected Directors in accordance with clause 22.3.*

This provided the ALA Board the opportunity to co-opt two Directors, which would allow the ALA formal independence by virtue of the representative nature of their appointments, and would see the Board able to target two key positions which were lacking, i.e. High Performance and Marketing. Both positions were advertised internally and externally (www.sportspeople.com), with the former attracting one applicant, and the latter two applicants. The subsequent resignation of the High Performance Director resulted in re-advertising of that position. A more independent Board, with external independent members, will greatly enhance the skill-sets and knowledge on the Board, bringing new insights and perspectives into the Board’s discussion, debate and decision making.

It was also recognized that without sufficient funding to employ a part-time CEO (a position which therefore remains ‘on hold’) there was an immediate need to off-set the secretarial responsibilities to provide increased support to the Board. The vast amount of work-load being undertaken by the ALA Administration Director was the catalyst to the Board determining that a part-time paid Executive

Assistant be employed. Following the compilation of the job description the position was also circulated and advertised as above.

This position was filled in August 2011 and is on a two-year contractual basis with a three-month review due early November. Primary responsibilities include website administration, establishment of a national data base, and acting as Board Secretary at meetings. The delineation between the roles and responsibilities of the Administration Director and the Executive Assistant, supported by agreed levels of delegations, will ensure that the layers of decision making across the sport are appropriate, clear of conflicts and in the best interests of all key stakeholders in the sport.

At the time of writing this report the Board size therefore numbers a total of six Directors (5 elected and 1 appointed). One of the ALA’s biggest disappointments for 2010/2011 has been the Board’s inability to implement the much needed sub- committee structure, with Chairs to be appointed, who shall report directly to the Board. This will attempt to be enacted in 2012: The ALA shall then be able to gradually move to becoming more of a Strategic Board as opposed to an Operational Board.

Despite the keenness of Directors to continue developing the sport a lack of time continues to be identified as the most important constraint preventing the Board from doing all that it wants to do.

In the ALA’s previous report to the ASC the Board recognized the need to address some of its own governance challenges and at the October 2011 Board meeting a ‘Board Performance’ (Appendix D) and ‘Director Performance’ Evaluation was carried out (Appendix E). The feedback is yet to be evaluated.

As per the Constitution elected Board Directors have a two year term with two standing down every odd numbered year and three every even numbered year, with no set term limit for each two-year tenure. The 2011 AGM will therefore see two vacant positions, one of these being the current President Fiona Clark, who will not be seeking re-election to the Board having decided to retire at the conclusion of her three year Presidential term. This retirement was announced earlier in the year in order to allow for succession planning. At their first meeting following the AGM the Board will elect the Chair/President and Vice President.

Directors are encouraged to undertake professional development and in the 2010/11 period the following was undertaken:-

Director/s	Event, Date & Venue
F. Clark, V. Parker-White, J. Jackson, S. Maher, G. Brown	Finance Training, May 2010, Melbourne. Facilitated by the ASC
V. Parker-White & S. Maher	“ASC Pathway to Success” Forum, Melbourne 2010
J. Jackson	“Security and Sport Industry Seminar” June 2010
S. Maher	“Women In Sport” Conference, Sydney 2010**
M. Slattery	National Officiating & Coaching Conference (ASC), Melbourne, 2010 Introduction to Association Management, Melbourne, September 2011

**At this Women in Sport Conference one of the areas covered was recognition of gender balance, with representation of women through all levels of sport, particularly administration/governance, coaching and officiating. Specific discussion was held regarding the use of quotas/percentages in policy to ensure representation, and Lacrosse was referred to as 1 of 5 NSO's with more than 20% females on the Board.

Governance and Stakeholder Participation

It is recognized that the Governing Board of a not-for-profit association plays a crucial role in external relationships, and there is an impact on the governance structure adopted, and the skills required by Board Directors, to manage these relationships. Following the loss of support for the majority of motions at the 2nd ALA AGM in March 2010 the Directors agreed to go on an 'information sharing/fact-finding/PR' mission with MA's. Directors sought invitations to attend Board meetings in their respective States, and one Director flew interstate to meet with the LSA Board in April 2010. It is considered that this exercise was one of the catalysts to a reversal of opinion and a show of support by the November 2010 SGM.

Following on from the success of the inaugural President's Forum held October 2009 in Adelaide "Creating the Future," it was agreed that there be at least one President's Forum held annually, to be funded by the ALA, and to be conducted in conjunction with a national competition. The objective was *"To create a forum which brings together the ALA Member Associations for an exchange of views on the current future direction of lacrosse in Australia,"* with the desired outcome being *"To create closer links with Member Associations so that together the ALA can coordinate its common interests and collect, verify and disseminate information."*

Consequently on 8 October 2010 a second ALA President's Forum was held at the same time as the Senior National Championship in Melbourne. Lacrosse SA, Lacrosse Victoria, Lacrosse WA, Queensland Lacrosse and Lacrosse Tasmania were all represented, along with four of the six Directors. It was disappointing that the ALA failed to attract all MA's as NSW was not present. ASC Sports Partnership Manager Bob Kershaw was also in attendance and had been invited to conduct an open session on the ALA Constitution. The strong message imparted to MA's was that *"A constitution is an enabling document which gives the rules which Associations operate by. MAs are the owners of ALA and they need to give the Board the authority to manage the sport of lacrosse in Australia."* Other areas emphasised were the need to 'sell' the organisation by way of marketing, and to be able to attract people with skills to the Board all of which require the full support of all MAs and everyone working together.

In July 2011 the third ALA President's Forum was conducted in Adelaide in conjunction with the Senior National Championship. On this occasion only the three member states of Victoria, WA and SA were represented, with Queensland represented by an external consultant. With Lacrosse Tasmania not in attendance this therefore did not 100% best serve the consideration of the Forum agenda items. This was also one of the decisive factors in the Board electing not to put the 'One State One Vote' motion up again this year, alongside there being no representation of teams from the three minor MAs in national competition in 2011. The ALA acknowledges that conducting President's Forums are a

continuing process which will continue to evolve and be refined over time. These Forums have provided a platform for analyzing where governance change is needed, and what options are available to meet these needs and what tasks should be undertaken.

In July 2011, in conjunction with the Senior Nationals in Adelaide, the ALA hosted the inaugural ‘ALA Recognition Dinner’ which was a new initiative by the ALA Board to recognize past and present valued contributors to the men’s and women’s game. This also provided the ALA the opportunity to profile the ‘new organization,’ to give a brief history of the ALA including an update on its activities, take a look into the future and the steps to Olympic representation and the current International growth in membership, to glean interest for moving forward and the continued expansion of our sport in Australia and worldwide, and to gain more personnel who might be potentially interested in assisting with special projects in the future, e.g. national awards recognition programs. The evening was extremely successful and shall now have a place on the ALA annual event calendar.

Actions considered integral to the Board’s responsibilities in order to continue to manage relationships with a number of external stakeholders, and to maintain Australia’s position as one of the leading and most influential nations aligned to the IGB for lacrosse, the Federation of International Lacrosse (FIL), as well as the regional body of the Asia Pacific Lacrosse Union (APLU), the ALA included representation at International meetings and representation on International committees. 2010/2011 Delegates and Observers were:-

Director/s	International Event, Date & Venue
F. Clark (Delegate), G. Brown (Observer), M. Slattery (Men’s Rules Advisor)	FIL General Assembly July 2010, Manchester, England
F. Clark (Delegate), J. Jackson (Delegate)	FIL Women’s Sector Meetings August 2011, Hannover, Germany
M. Slattery (Delegate), F. Clark (Observer), B. Carter (Observer)	APLU Meeting August 2010, Manchester, England
M. Slattery (Delegate), B. Carter (Observer)	APLU Meeting July 2011, Auckland, New Zealand

Australia is also represented on various International committees:-

Committee	Name
FIL Board	Shelley Maher (Victoria) Women’s Director
FIL Awards Committee Men’s World Championship 2010	Bob Carter (SA)
FIL Women’s Rules Committee	Anne Kingston (Victoria)
FIL Women’s Rules Committee	Paul Mollison (Victoria)
FIL Men’s Rules Committee	Duncan McKenzie (Victoria)
FIL Men’s Officiating Committee	Mike Slattery (Victoria)
Asia Pacific Lacrosse Union Executive Committee	Mike Slattery (President – 1 September 2011)
Asia Pacific Lacrosse Union	Fiona Clark (Executive Director)1 September 2011

A Volunteer Grant application was submitted in 2010 on behalf of ALA to the value of \$3,200 seeking the following items – first aid equipment and training support for website development - however this was unsuccessful.

The ALA continues to progress moving beyond the past legacy of (men's) Lacrosse Australia [LA]: Since the transfer by LA of all the men's trophies, team trust funds and other funds (a total of \$152,700 in funds) into a newly constituted Australian Lacrosse Foundation (a body not aligned to the ALA), the ALA has been actively negotiating to get these trophies and funds back under the control of ALA as the NGB for lacrosse in this country. The ALA is hopeful that it is nearing as positive a conclusion as possible under the circumstances; however the ALA shall be in the situation where it shall need to raise \$129,200 into a Capital Protected lacrosse foundation fund. Once reached, this will remove and disband the ALF, and the ALA can get on with operating as a NGB independent of that legacy. The successful deregistration of the women's association (Women's Lacrosse Australia) did occur as planned in the June of 2009. The continuing existence of LA and the establishment of the ALF have cost the ALA much time, distraction and effort from key tasks and have been, and remain, a large distraction during this time.

Finance

From a financial perspective ALA continues to be in a relatively healthy position. Since the last report to the ASC the 2007-2008, 2008-2009, 2009-2010 Grant Acquittals, and the 2008-2009 and 2009-2010 financials have been completed. The 2010-2011 financials are due for completion by the end of October 2011. MGI Perth Business Solutions have continued as the ALA Auditors since their appointment by the Board in March of 2010, and subsequent ratification at the November 2010 AGM. In 2011 the ALA shall review their Auditor position.

Due to non-compliance with ASIC ALA changed its financial year end back to 30 June (from 31 December) in mid 2010.

Commencing 1 May 2010 a book-keeper was employed on a contractual part-time basis; following a successful three month trial period an offer of re-appointment was made through to 1 September 2011. This has worked well, however for personal reasons this person has had to resign effective from November 2011. Another appointment is due to be made before the end of October 2011.

KRA 2 : GROWTH & DEVELOPMENT

Building on from a 2010-2011 commitment, wherein the ALA planned to support projects that would provide targeted participation and a growth in grass-roots numbers, the ALA is now in a position to develop the Growth & Development area commencing from 2011-2012 activities.

Participation Programs

Overall the major targets were identified as:

- Grow the number of lacrosse players in Australia consistently into the future
- Encourage co-operation and sharing of ideas and resources between MAs
- Ensure that 'Best Practice' for Growth and Development is then employed throughout all MAs in Australia

Nine goals were initially drafted, and ten tasks in support of these goals, and work has commenced on these, albeit in early development stages. These goals and tasks will be built upon in the 2012 operating year.

With the magnitude of developing this growth area the following action is proposed to provide the leverage required to the ALA Director overseeing this area over the short/medium/long term in order to achieve tangible results.

- To establish an Advisory Council to ALA with an agreed Charter, with multi MA representation, initially by invitation, which will rationalise goals, tasks and achievements into an agreed plan.
- Seek ALA Board endorsement for that plan.
- Continue to work and tie in with all MAs junior development committees/plans/working groups and work with Marketing to maximise any potential sponsorship, with Competition to ensure maximum participation opportunities and with Coaching & Officiating to ensure maximum support is available and provided.

It was noted at the second President's Forum that Growth and Development were priorities of the highest order at both State and National levels.

To date ALA has sought the assistance of the MAs in compiling a central record of participation programs that are currently being conducted by MAs and in highlighting proposed programs. A number of the MAs have established school programs in place, and it is hoped that ALA can facilitate a sharing of these resources in the short term, and in the long term, establish a national repository of such resources.

KRA 3 : NATIONAL COMPETITION & MAJOR EVENTS

In 2010 the ALA Championship and Tournaments By-laws which cover all age groups were successfully completed.

The National Indoor Championship was held in 2010 and was used as preparation for the 2011 Indoor Australian Men's team.

The following National competitions have been conducted since March 2010:

Event	Date & Venue	Participation
Women's U17 & U21	April 2010: Sydney	U21: Victoria, SA, WA U17: Victoria, SA, WA, NZ
Men's U17 & U19	July 2010: Perth	U17: Victoria, SA, WA, USA Starz U19: Victoria, SA, WA, USA Starz
Women's WA Cup (non National event – ALA endorsed)	July 2010: Perth	WA (2 teams), USA Starz,
Senior Nationals Men & Women	October 2010: Melbourne	M: Victoria, SA W: Victoria, SA, WA
U15 Boy's & Girl's National Tournament	September 2010: Adelaide	B: Northern Thunder & Southern Braves (WA), Eastern Reds & Western Reds (SA), Southern Crosse, Western Metros & Northern Warriors (Vic), New Zealand G: Ice & Fire (Vic), Red Storm & Red Lightning (SA), Stars (WA)
Southern Crosse Tournament	January 2011: Melbourne	W: Japan (Tokai), USA (Athletes International), 2011 U19 Australian Team, Victoria M: 2012 Men's U19 Australian Squad
Boy's U17 & Men's U19 Girl's U17 & Women's U21	April 2011: Melbourne	B: Victoria, WA, NZ, Presidents W: Victoria, SA, WA
Australian Lacrosse Classic – (non National event – ALA endorsed)	April 2011: Warrnambool, Victoria	ALA 'Stakeholder involvement' event conducted by Initiative Marketing. Victorian senior and junior teams only
Senior Nationals Men & Women	July 2011: Adelaide	M: Victoria, SA, U19 2012 Squad: USA (USA Starz) W: Victoria, SA, WA, U19 Australian Team
U15 Boy's & Girl's National Tournament	October 2011: Perth	B: Northern Warriors, Southern Crosse, & Western Metros (Vic), Southern Braves & Northern Thunder (WA), The Reds (SA) G: Ice & Fire (Vic), Storm & Lightning (SA), Stars & Flames (WA)

One of the main disappointments of National competition in both 2010 and 2011 was the absence of WA men's teams from both these Senior National Championships, and the absence of a Men's U17 team from the U17 Nationals. This has been addressed, a fine imposed as per the Championship By-Laws, and it is anticipated that they shall compete in 2012 as the Senior Nationals will be hosted by WA as the home State. With the WA women having competed in all events it was inappropriate to deny Lacrosse WA their right to host in 2012 as a joint event is considered to be in the best interests of Australian lacrosse.

For consistency with the men's competition, and for promotional purposes, it was agreed that "Australian All Stars Teams" will be named at the conclusion of all men's and women's national events with the exception of the U15 National Tournament.

Lacrosse participated in the October 2011 University Games and the 2011 Australian Masters Games in Adelaide.

In October 2011 a Competition Forum was conducted in Perth with the three competing Member Associations represented. This was an outcome from the July President's Forum with the primary intention being to address the annual competition calendar. A 'Survey Monkey' was conducted and the responses collated ahead of the Forum. The questions are attached. Key outcomes included:

- A change to the U21/U19 age group to U18 for men and women (trial 2012/2013)
- No hosting of Nationals during the Easter period
- Lacrosse WA to retain its right to host the Senior Nationals in 2012
- Confirmation by host Member Associations of 2012 Nationals

KRA 4 : HIGH PERFORMANCE & INTERNATIONAL COMPETITION

As one of two Independent Directors it was indeed encouraging to attract Kate Abbott, National Programs Manager for Diving Australia, to lacrosse, and the ALA had looked forward to working with her – unfortunately (for the ALA) Kate was 'head-hunted' by a European Sports Federation and left for overseas before having a chance to spend any time in the position. This appointment is now being re-advertised.

Men's Programs:

The Australian Men's team competed in July 2010 at the FIL Men's World Championship in Manchester, England. Winning the bronze medal match against Japan ensured Australia maintained its world ranking of 3, however their loss to Japan in the preliminary A pool round-robin was reflective of Japan's continuing improvement since they first competed in 1992. This serves to reinforce the need for development in the Asia Pacific region to enhance top-level competition opportunities for Australia without the need to necessarily go to North America or Europe, thus reducing costs to participants.

In 2010 the ALA undertook the selection process for their 2011 Men's Indoor and 2012 Men's U19 Head Coaches with the use of an external facilitator and an independent panel. The goal was to

“improve not only the rigour of selection, but also the experience of the applicants.” This process allowed the applicants to undergo an assessment, individual interviews and a group session with feedback, which achieved very positive outcomes and feedback.

Currently interviews are underway for the Australian Men’s Team 2014 Head Coach. This event shall be held in Denver, Colorado USA, and it is anticipated that up to 40 teams shall compete. This is also predicted to be the last time that a world lacrosse event of this magnitude shall be held, and that there will therefore need to be regionalization qualifying events for world championships in the future.

This also leads on to Australia’s revived emphasis on the Asia Pacific Lacrosse Union, and the desire and need to further develop this area. With the new President and Executive Director hailing from Australia it is anticipated that this development shall be accelerated as predictably competition within the Asia/Pacific rim countries will become the regional qualifying event for FIL World Championships.

In July 2011 an U23 Men’s Development team (Aussie Roos) competed in the ASPAC (Asia Pacific) Tournament in Auckland, New Zealand, and came home with the silver medal, having been beaten by Japan in the gold-medal match.

In May 2011 the Men’s Indoor Australian Team competed in the FIL World Indoor Lacrosse Championship (WILC) in Prague in the Czech Republic. Their final placing of 6 saw them finish in the same position as they had four years earlier in Halifax, Canada. This is largely indicative of the fact that Australia does not have a national indoor competition. Whilst the team was hoping to improve on their world ranking it is well recognized that the domestic game in Australia is Field Lacrosse with Box/Indoor players numbering less than 60. Amongst the 2011 Head Coach’s recommendations it is considered imperative that if Australia wishes to compete at the next WILC that a domestic competition is operating in all States for juniors and seniors, and therefore the ALA’s aim is to create a viable league in each capital city across the country in the future. The ALA shall also request that FIL address what the Federation is trying to achieve with this event as it is considered that the gap is far too wide to be playing professionals against amateurs if this version of the game is to grow.

The Men’s 2012 U19 campaign is well underway with the team to be named in December of this year. The event shall be held in Turku, Finland in the July of 2012.

Women’s Programs:

In August 2011 the Women’s U19 Australian Team competed in the FIL U19 World Championship in Hannover, Germany, and won the silver medal as they also did four years earlier. Whilst disappointing not to achieve their goal of ‘gold’ Australia and the USA were clearly the two leading nations, and at 7-7 at half-time in the final the match was a cliff-hanger. The final score was 14-11. The vast difference between these two countries on the domestic front continues to surprise the international world as Australia punches above its weight and pushes the USA all the way. Three Australian players were named in the World Team.

Whilst it has long been recognized that players who are in the USA on collegiate scholarships bring considerable depth to Australian lacrosse when they return back to play, this is also true of those in coaching/team management roles. This U19 team had high quality coaches in the sister combination of Trish Adams (Head Coach) and Jen Adams (Assistant Coach), who were both players in the inaugural U19 World Championship in 1995 in the USA when Australia won gold: Indeed many would consider Jen Adams is the greatest and most recognized female player in the world, and she is currently Head Coach at Loyola College Maryland.

In July a women's U23 Development Team (Team Koala) also competed in the ASPAC Tournament in Auckland, and like their male counterparts brought home the silver, with Japan again winning the gold.

The most negative impact of not having a Director in the High Performance position this past year is the non-appointment to date of the Head Coach of the Australian Women's Team 2013. The same process shall be used for the interview panel as per the men's positions in 2012; however the reality is that this appointment is extremely late and certainly not in the best interests of the hopeful participants. The resignation by Kate Abbott, and then the withdrawal of the only applicant, has impacted on the process, however steps are being taken to fill this important role.

On a more positive note 2011 saw the review and finalization of Player Team/Personnel Agreements which are required to be signed by all Australian players and team personnel. These were completed with the assistance again of Lander & Rogers. This is another important and practical step in addressing consistency for Australian representative teams.

KRA 5 : TECHNICAL (COACHING & OFFICIATING) DEVELOPMENT

Develop and implement NCAS Coaching Accreditation courses

After the initial success of the pilot course for the 'Club Coach Presenter' delivered in Melbourne in March 2009 a second course was conducted for Lacrosse SA members in September 2010 in Adelaide. Fourteen people were in attendance, and this completed the initial rollout of the Club Coach presenter training. Lacrosse Victoria has requested additional Club Coach Presenter training to assist with the demand for delivery of Club Coach training within Victoria. Lacrosse Western Australia has also delivered the Club Coach Course.

The need for the establishment of a National Coaching Association will play an important role in advising the ALA on how it can better develop and deliver coaching initiatives, as well as promoting the importance of coaching in ensuring Australia's future lacrosse success, and articulating the challenges and issues facing coaches at the various levels of the sport.

A combined coaching and officiating course was to have been delivered to the Queensland Lacrosse Association in October 2011, however at the request of QLA this will now be only a coaching course. Future courses for QLA, and other Member Associations, are to be determined.

Develop ASC approved Officials Accreditation Course

This first draft document shall be reviewed by the National Technical Committee, prior to its completion and submission to the ASC for approval and accreditation. Next steps shall then be for a pilot and rollout course to be established and published. This is the first time an officiating course shall have been written to combine men's and women's lacrosse officiating in Australia. For both men's and women's lacrosse there exists and operates an officiating program at the elite level through FIL.

Establishment of Coaching, Officiating and Rules Sub-committees

With the establishment of a Men's officiating subcommittee, entitled 'Men's National Technical Committee' the next steps will be for the women to establish a like committee. It is anticipated the establishment of these sub-committees will enable the progression towards and continued achievement of goals in the Technical area, such as:

- Ensuring high quality (and sufficient quantity of) accredited match officials
- Ensuring quality coach and officials education programs for all levels
- Providing opportunities for coach development
- Providing opportunities for official development
- Developing 'Best Rules' for the sport

Ensure ongoing performance assessments, appointments of officials for National Championships and National Teams

In line with ALA progressing towards uniform policies for the selection and accreditation of Men's and Women's Officials the "Officials Cost Share Policy for National Events" was adopted in 2010. This Policy has provided uniformity and parity in the costs associated with the provision of Officials for all ALA events.

The National Technical Committee utilized their 'National Grading System' (an objective assessment tool) for the selection of Australian Referees for the 2011 FIL Men's Indoor World Championship, the 2011 Men's ASPAC Tournament, and the up-coming 2012 events > the FIL European Championship, and the FIL U19 Men's World Championship. With Australia being required to supply a 'large' number of referees at these events this has resulted in a limit to the dollar financial support ALA is able to provide to those selected. Whilst it is good experience for these officials, and those back in Australia through their feedback, the ALA is financially constrained in their support, and have written to FIL requesting them to consider applying the same cost share policy currently being used at women's world events (countries pay for airfare of officiating personnel) as the ALA believes that there should be parity in these policies.

Accreditation was undertaken at the Women's Senior Nationals in July 2011. In order for this to occur the ALA was required to have at least two raters in attendance, with one being from another country (FIL requirement). An International Assessor was brought over from the USA to undertake the role of

Head Rater. The one applicant was successful in renewing her international rating, whilst all three umpires attending the FIL U19 World Championship were provided support and advice. The ALA also supported the New Zealand Lacrosse Association, with whom Australia is internationally aligned through the Development Committee, by having its International Assessor stop off in NZ to participate in the 2011 ASPAC Tournament as Head Technical Delegate.

At the FIL U19 Women’s World Championship 2011 Australia’s two umpires officiating for the first time at a world event were successful in being awarded their international accreditation, with Tammy Varga being named one of three umpires on the gold-medal match. Australia’s third umpire was successfully re-rated at this Championship, which was her third international World event.

The following Officials were selected by Australia to participate in international events in 2010 and 2011:-

Event	Number	Comments
Men’s National events 2010	37	
Women’s National events 2010	17	
Men’s World Championship 2010 England	18	
FIL Men’s Indoor World Championship	2	Referee – Mike Bendall Trainee Assessor- Dave Eyre
Men’s ASPAC Tournament 2011	8	Referee In Chief/Assessor – M. Slattery Assessors: Mike Slattery, Laslo Tiszavolgyi, Neville Balfour, Steve McRae Referees: Chris Brown, Mitch Walmsley, Peter Mulcahy, Steve Green
Women’s ASPAC Tournament 2011	1	Umpires: James Brown, Shelley Maher
Women’s U19 World Championship 2011	4	Technical Delegate – Jan Jackson Umpires – Suzanne Kirkby, Stephanie McRae, Tammy Varga

An “Umpire Pathway” framework has been posted on the ALA website.

KRA 6 : COMMUNICATIONS & PROFILE

Obtain sponsorship

Applications were called for in mid 2011 for a Marketing Director as an appointed Independent Director position. This was successfully filled in August 2011. It is exciting and positive for Australian

lacrosse that the ALA has been able to attract an interested person outside of the sport who has a broad marketing experience across a range of industries with specific expertise in new product, centre and venue launches, brand positioning and events. This two-year appointment will see the Marketing Director primarily responsible for identifying and maximizing opportunities for the ALA to generate income and to promote the sport through increased marketing and profile awareness.

Key responsibilities shall include

- Developing, Implementing and overseeing the ALA Marketing Plan including budget
- Developing sponsorship proposals and sourcing sponsorship
- Developing with the web master electronic opportunities for marketing and promotion of lacrosse
- Establishing links and working with Member Associations to promote the sport of lacrosse and to pursue avenues for short, medium and long-term revenue-raising
- Producing marketing material to promote the ALA and the sport, with budgets agreed by the Board
- Establishing and implementing a branding strategy including meeting all conditions of the ASC Branding Schedule
- Providing opportunities to increase the lacrosse profile, both internally and externally, including the use of electronic media and publications
- Designing, producing and marketing merchandise agreed by the ALA Board and
- Producing online newsletters on at least a bi-monthly basis

Improve the visibility

The ALA successfully negotiated an expansion of the website to include all states. This will allow a more consistent approach, which is aiming to include a national membership database.

It currently costs ALA \$6,500 to host the site which includes all MA's. ALA does not use the Competition Management component however MA's do, and this is covered in the existing contract. The maintenance and up-dating of the website shall now be the role of the Executive Assistant. Directors agreed that any changes to the site had to ensure that the site remains functional, informative, easy to navigate and current.

The ALA has provided support to the Queensland Lacrosse Association with website management, however neither Lacrosse Tasmania nor New South Wales Lacrosse have yet taken up the offer of assistance in this area.

Directors were provided with uniforms (polo shirts and track suits) emblazoned with the ALA logo to wear at National/appropriate events.

The ALA has acknowledged the ASC in the manner specified in the SCA Communications Schedule, and this has included recognition at national events by means of banner advertising, program advertising and public announcements: Also on the ALA website (www.lacrosse.com.au) , ALA

letterhead, recognition at ALA Forums and special events, in the Annual Reports 2010 and 2011 and the Australian government logo (Coat of Arms) has been embroidered on the uniform of players and support staff in Australian teams as per the guidelines.

Future projects to improve the visibility of the ALA include the production of a monthly on-line newsletter. There is a general concern that under the present conditions the ALA has difficulty getting communications to members of clubs, e.g. information goes to MA's with the view that they are forwarded to club members, but this may not always be the case. Subsequently, the ALA does not fully understand their member's influences and concerns because it is often hard to get two-way communication with them, and the MA is not necessarily a compensatory channel at the present time.

Plans are also underway for the ALA Directors to have consistent email addresses which will deliver a more professional appearance, with the name of the Director..... @lacrosse.com.au

The U19 women's lacrosse team was named as one of 25 finalists in the Vegemite 'Toast of a Nation' competition and is now in the running to win the first prize of \$10,000. Support has been sought from the entire Lacrosse community (plus friends and relatives) to help them to win by voting for "Team of GOLD" at <http://toan.vegemite.com.au/toast-of-a-nation-nominate.aspx>

The U19 Australian Team was selected by a judging panel based on the group's ability to demonstrate how they exemplify one or more of the eight characteristics which made up the judging criteria – specifically their nomination displayed 'determination.' With public voting closing on 31 October 2011 the People's Choice winner will be based on the highest number of votes received from the public during the voting period, and will be announced on the website on 4 November 2011. The team has also been chosen to feature on the new labels that will be released for 400g jars from Australia Day 2012.

SUMMARY

Whilst there are many opportunities that lie ahead for the ALA to improve its organizational capabilities much progress has been made these past nineteen months. March 2010 through to October 2011 has been both successful and challenging for the ALA with new initiatives continuing to be undertaken.

Within the Board the atmosphere has tended to be more comfortable, with no obvious tensions as previously evidenced; and with these improved relationships at Board level decision making and problem solving processes have been characterized by Director's participation, particularly over the past 12 months, and there has been strong commitment to what is agreed. Leadership has shifted from time to time depending on the nature of the task, and the skills and knowledge of the individual Directors.

Opportunities have been identified and acted upon, particularly in the area of broadening the skill mix of the Board, through the appointment of Independent Directors. Over the next 12 months the ALA

shall reap the benefits of some significant changes as a direct consequence of this increase in the Board. The soon-to-be-announced Director of High Performance shall develop a more coordinated and collaborative approach to the delivery of high performance programs for players, and this should also lead to developments in the Coaching portfolio which is the area where the ALA has been most lacking this year.

On average 75% of the Board's time is spent on day-to-day 'lacrosse issues' and operations, with the balance remaining required to focus on the myriad of important strategy, risk and compliance matters. Ideally the balance for an effective Board should skew more towards attention to strategy, and this will be an increased focus in 2012.

Like all associations we know the ALA must continue to adapt to change and it shall continue to address particular areas in order to meet the needs of a modern sporting organization in an environment requiring higher standards of governance than ever before.

The Directors shall continue to consider the effectiveness of the governance of lacrosse in Australia and the role of those involved in governing the sport in the knowledge that any consideration of reform positions to improve that effectiveness shall require a careful, thorough and inclusive process.

Report submitted to the ASC by Fiona Clark/ALA President – 27 October 2011