



**OPERATIONAL PLAN
REPORT TO
AUSTRALIAN SPORTS COMMISSION
NOVEMBER 2011 – SEPTEMBER 2012**

25 September 2012

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KRA 1 : GOVERNANCE, LEADERSHIP & MANAGEMENT

Governance, Policy, and Compliance:

The ALA is aware of the need to report on the 2010/11 period (done and provided previously) and the 2011/12 period (addressed herein) 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 November 2011 through September 2012, it follows the prior ALA report that 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 2012 - 30 June 2013).

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. The ALA Board has met with 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 Mr. Pratley as an invited guest to ALA activities during the past months.

All compliance documentation and reporting obligations have been met in a timely manner by the ALA, including the completion of the FLSA 2010-2011 and Schedule A-ASC Acknowledgement documents, with confirmation received that all was satisfactory.

At the national level the need for future planning had been apparent to the ALA Board for some time, and had been discussed at regular intervals during 2011 and 2012 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 has recently been with a full Board revision (with ASC involvement) of our Strategic Plan 2012-2014 and the appropriate updating of our Operational Plan for 2012.

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, and finally addressed and implemented the , recognizing that continual review is essential to their effectiveness. During 2012 the ALA has reviewed and updated the Member Protection Policy with support to all Member Associations in this process.

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 Personnel. 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 review and ASC approval of the ALA Member Protection Policy / By Laws (MPP) in 2012 the area of 'Discipline and Grievances' is now covered within that Policy / By Laws document.

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. This is still to be concluded.

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 together with existing directors briefings.

The production of the Costed Operational Plan for 2011 and 2012 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 originally completed and adopted in mid 2010 so was now in its third year of its four-year cycle (2010-2013). However the ALA Board believed that, in the current climate, it should be revised and accordingly was revised and produced for 2012-2014 after a Board workshop earlier this year. (Appendix D)

Governance and Board Members

At the 2011 AGM Fiona Clark did not seek re-election and Graham Sharpe was elected as a Director. The Board elected Mike Slattery as President and Vivienne Parker-White as Vice President. Immediately thereafter Lynton Arscott resigned (due to health issues), thereby creating a casual vacancy on the Board. Lynton was replaced, with ALA Board approval and appointment, by Glenn Morley (for the remainder of that one year tenure, who continued to exercise responsibility for the Coaching portfolio). Being an appointment made to fill the casual vacancy this position will be open for election at the 2012 Annual General Meeting.

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. 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. A High Performance Director (Paul Mollison) was appointed during 2011 as was the Marketing Director (Diane Harari) who unfortunately resigned (due to work and family pressures mid 2012) and that position is currently being re-advertised (during September 2012).

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, was to 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. This unfortunately did not work out effectively and the permanent appointment was not made. The position is still vacant and being reconsidered for the future.

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 2011/2012 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 progressed further in 2012/2013. 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 E) and

'Director Performance' Evaluation was carried out (Appendix F). The feedback has been evaluated and will be fed back by the prior President.

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 2012 AGM will therefore see three vacant positions, one of these being the current President Mike Slattery, their Vice President Viv Parker-White and their interim Coaching Director Glenn Morley. At their first meeting following the 2012 AGM the Board will elect the Chair/President and Vice President.

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. Directors sought invitations to attend Board meetings in their respective States, and the President flew interstate to meet with the NSW President and a Director with the NSW Community Sports manager in August 2012. Further travel was made by the ALA president to an ALA sponsored event (East Coast Competition, Presidents' Forum Board, trophy presentation) in September 2012 attended by representatives of NSW, Queensland & Tasmania. It is considered that this exercise was successful in bringing together the planning of these minor lacrosse States and working with the ALA cohesively.

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 (with ASC representation by Bob Kershaw), Lacrosse SA, Lacrosse Victoria, Lacrosse WA, Queensland Lacrosse and Lacrosse Tasmania were all represented, along with four of the six Directors. A third ALA President's Forum was held in Adelaide during 2011 (with ASC representation by Andrew Pratley) and all five States attending except for Tasmania as the desired sixth.

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. Hence the next President's Forum will be conducted in Melbourne on Friday 5 October 2012 where all six States are confirmed to attend to address a pre-published agenda.

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. The ALA 2nd Annual Recognition Dinner is scheduled to be held in Perth (during the Senior National Championships) on Friday 12 October 2012.

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 International Governing Body 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. The 2012 ALA Representative at the FIL GA (General Assembly) in Amsterdam during June 2012 was Mike Slattery (President). The 2011 elected President of the APLU was Mike Slattery and the Executive Director was Fiona Clark (both from Australia for a four year term).

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 has concluded a positive conclusion during 2012 under these 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 continuing existence of LA (deregistered during April 2012 as a progressive point in negotiations) and the dealings with 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 2011-2012 Grant Acquittals, and the 2012 FYE financials are being completed during October 2012. The appointed ALA Auditors continue since their appointment by the Board in March of 2010. The ALA Board have requested the ASC to consider the needs of our organization to require and fund an annual audit beyond the playing season and FYE of 2013 – a current consideration with the ASC to respond to with the consideration of significant financial saving and well within the most recent ASIC guidelines of requirements.

There was a Chartered Accounting firm (Richard J Hartnett & Associates) appointed during this Financial Year and they have produced financials for our current in progress audit for FYE 2012.

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. A Growth Workshop is scheduled in Melbourne for Saturday 6 October 2012 with all States participating.

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 have been 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

The following National competitions have been conducted or are planned and confirmed during 2011 and 2012:

- men's and women's U/15 Tournament in Perth during September 2011;
- men's and women's Seniors Championship in Adelaide during October 2011;
- men's and women's U/18 Championships in Adelaide during June 2012;
- men's and women's U/15 Tournament in Melbourne during October 2012;
- men's and women's Seniors Championship in Perth during October 2012.

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.

KRA 4 : HIGH PERFORMANCE & INTERNATIONAL COMPETITION

As one of two Independent Directors it was indeed encouraging to attract Paul Mollison to the HP director of lacrosse in Australia. Paul has resigned from his New Zealand HPO role and is extracting himself from club involvement (with Footscray lacrosse Club) to further develop and focus on this vital role.

Men's Programs:

The Australian Men's team competed in July 2012 at the FIL 2012 Men's Under19 World Championship in Turku, Finland. Their narrow loss to England in the preliminary A pool round-robin was reflective of continuing improvement in this competition. They subsequently finished fifth in the finals of this event. 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.

There are currently arrangements made, with detailed squad selections underway, for both the Australian Women's Team 2103 and the Australian Men's Team 2014. These events shall be respectively held in Oshawa, Canada and Denver, Colorado USA, and it is anticipated that up to 30 to 40 teams shall respectively compete. The 2014 FIL event 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 (APLU), 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 June 2013 Australia will have both men's and women's Under21 teams competing in Beijing, China at the 2013 (6th) ASPAC Championships.

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.

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. They have been and will be used for all future Australian Teams and squads.

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 further courses were conducted for Lacrosse SA, WA and Victoria members in 2011-20120 in Adelaide. Those in attendance completed the initial rollout of the Club Coach presenter training. Lacrosse Victoria and Queensland have requested additional Club Coach Presenter training to assist with the demand for delivery of Club Coach training (and this has been sponsored by the ALA). 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. This is now a goal for mid 2014 in our Strategic Plan.

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 a specialised officiating program at the elite level through FIL.

An entry level men's officiating course was delivered to the Queensland Lacrosse Association in August 2012 with eleven successful attendees.

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 step being progressed is 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 men's National Technical Committee utilized their 'National Grading System' (an objective assessment tool) for the selection of Australian Referees for FIL Men's World Championships (Indoors & Field, Senior & Under19), the Men's ASPAC Tournament, the ELU European Championships 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/teams pay for airfare of officiating personnel on a cost-share basis) as the ALA believes that there should be parity in these policies. This unfortunately was subsequently rejected by the FIL in June 2012.

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.

An "Umpire Pathway" framework for both men and women officials 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 with the appointment of Diane Harari (also Marketing Director of Melbourne Pathology). It was 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 was planned to 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. Unfortunately Diane had to resign in mid 2012 due to work and family pressures. The position is currently being re-advertised and progressed.

Key responsibilities 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. A National Insurance scheme has been implemented during 2012.

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. 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, and is working with Lacrosse Tasmania and New South Wales Lacrosse to take 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 (and will continue to do so) 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 of 2008, 2009, 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 (something the national database will help alleviate).

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 Australian Under19 women's lacrosse team of 2011 was named as one of 25 finalists in the Vegemite 'Toast of a Nation' competition and subsequently won the first prize of \$10,000.

The Australian Under19 Women's 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.' The team was also 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. The working period reported upon 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 and progressive, 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 has been agreed. Leadership has improved on all individual tasks as well as the collective ALA superset, and the skills and knowledge of the individual Directors have developed through application and clear accountabilities.

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 and beyond 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:
Mike Slattery/ALA President

25 September 2012