



STRATEGIC PLAN

March 2007

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MISSION

To provide education, advocacy and networking opportunities on legal issues in sport to the Australian and New Zealand sporting industries.

VISION

To lead, inform and inspire persons and bodies interested in legal issues in sport.

COMMENTARY

The objectives in this Strategic Plan are not listed in any order of priority. All objectives are considered by the Board to necessary, appropriate and achievable.

Not included in this document are the Board policies to which reference is made. These policies will be published as separate documents in accordance with the objective of good and open communication.

The management practices designed to achieve the strategic objectives are not described, nor referred to, in this Strategic Plan. These are regarded as matters between the Board and the Executive Manager and may involve issues of confidentiality and privacy.

19 March 2007

Simon Rofe
President

Key Result Area 1

Membership

Objective 1.1

Quality member services and benefits consistent with ANZSLA financial resources.

Strategy

- 1 To provide members with pertinent, relevant and timely information on legal issues affecting the sports industries in Australia and New Zealand as detailed in the applicable strategic objective.
- 2 To provide members with an opportunity to network with other members at regional functions, annual conferences and otherwise.
- 3 To regularly communicate with members with a view to receive, consider and, where thought appropriate by the Board and management, amend and improve member services and benefits.

Review Period

Immediate and ongoing.

Performance Indicators

- 1 The publication of accurate and complete member contact details on the ANZSLA website (subject to any privacy request).
- 2 The publication of:
 - (1) sports law shorts on the ANZSLA website with, at longest, weekly updates;
 - (2) between six and eight editions annually of The ANZSLA Commentator; and
 - (3) at least an annual edition of The Australian and New Zealand Sports Law Journal.
- 3 The development and maintenance of a database of legal cases and to make this available to members on the ANZSLA website
- 4 The staging of an annual conference in accordance with applicable ANZSLA policy.
- 5 The nature, number and location of regional functions held.
- 6 The nature and extent of exchange of information with foreign associations concerned with legal issues affecting sport.

Objective 1.2

A diverse and large membership from all persons with an interest in legal issues affecting the sports industries in Australia and New Zealand.

Strategy

- 1 To have different classes of membership reflecting the categories of actual and potential members.
- 2 To determine and apply affordable membership fees for each class of members.
- 3 To regularly communicate with members to receive, consider and, where thought appropriate by management and the Board, implement changes and improvements to member services and benefits.
- 4 To promote ANZSLA membership to organisations associated with sport that are not represented by members.

Review Period

- | | |
|---------------|---|
| 30 April 2007 | Review of membership categories and 2007/2008 membership fee structure to be finalised and published. |
| 1 July 2007 | Revised membership categories and membership fee structure to commence. |
| Ongoing | Provide and, where appropriate, review and improve member services and benefits.

Review membership fee structure for each membership year in a timely fashion. |

Performance Indicators

- 1 The number of members overall and from within the following identified groups of current and potential members:
 - (1) Lawyers practising in the sports industry or having an interest in sport.
 - (2) Sport administrators.
 - (3) Academics.
 - (4) Full time students.
 - (5) Representatives of Government and Government sporting agencies
- 2 The introduction of new members each year.
- 3 Member retention rates.
- 4 The number and range of organisations associated with sport represented within ANZSLA's membership.

Key Result Area 2

Profile

Objective 2.1

To influence the development, adoption and implementation of national and international policies regarding legal issues affecting the sports industries in Australia and New Zealand.

Strategy

- 1 To be recognised by Governments and peak and national sporting organisations as an independent and authoritative source of legal opinion on the legal issues.
- 2 To adopt and implement measures to secure the independence and impartiality of ANZSLA.
- 3 To prepare and make submissions to Governments and peak and national sporting organisations on the legal issues.
- 4 To take a public position on legal issues where considered appropriate by the Board or the President where time constraints preclude Board consideration.

Review Period

Immediate and ongoing.

Performance Indicators

- 1 The creation and development of working and trusting relations with senior officials within Governments and peak and national sporting organisations.
- 2 The maintenance of ANZSLA's independence.
- 3 The number of ANZSLA submissions on legal issues.
- 4 The extent to which policy accords with ANZSLA submissions.
- 5 The extent of press and media reports on ANZSLA press statements.

Key Result Area 3

Governance/Management

Objective 3.1

Sound administration and management utilising good governance structure and measures.

Strategy

- 1 To hold regular Board meetings at least six times per year.
- 2 To review the Strategic Plan at no greater than two yearly intervals
- 3 To continue to engage an Executive Manager as the senior managerial official of ANZSLA and to engage additional staff as appropriate.
- 4 To adopt, review and implement relevant and responsible governance, financial and investment policies.
- 5 To assist the Executive Manager through the allocation of portfolios to individual Directors.
- 6 To review the performance of the Executive Manager the portfolio performance of each Director and the Board.

Review Period

Immediate and ongoing.

Performance Indicators

- 7 The number of Board meeting per year.
- 8 Open and frequent communication between Board members and between Board members and the Executive Manager.
- 9 Adoption, implementation and observance of governance, financial and investment policies.
- 10 The review of the performance ANZSLA against this Strategic Plan and all policies at each Board meeting.
- 11 Annual performance reviews.

Objective 3.2

Good and open communication at all levels and transparency of administration.

Strategy

- 1 Member and public availability of the Strategic Plan and all policies (unless confidentiality is required).
- 2 Regular and accessible communication between the Executive Manager and:
 - (1) members;
 - (2) editors of The ANZSLA Commentator and the Australian and New Zealand Sports Law Journal; and
 - (3) Board members;and between Board members.
- 3 To conduct reviews of members and associates at regular intervals.
- 4 To make available annual financial statements and budgets to the members.

Review Period

Immediate and ongoing.

Performance Indicators

- 1 Presentation of annual financial statements and budgets at each annual general meeting.
- 2 Publication of the Strategic Plan, policies and financial statements and budgets on the website.
- 3 Provision of all Board papers to Board members at least one week before each Board meeting.
- 4 Frequency of oral and written communication with members.

Objective 3.3

Timely and appropriate succession of ANZSLA officers.

Strategy

- 1 To identify potential members and to encourage them to join ANZSLA.
- 2 To identify members and encourage their involvement in ANZSLA activities.

Review Period

Immediate and Ongoing

Performance Indicators

- 1 Number of student and younger members.
- 2 Extent of involvement of members in:
 - (1) conference organising committees
 - (2) ANZSLJ Editorial Committee
 - (3) as contributors to the ANZSLA Commentator and Sports Law Shorts;
and
 - (4) as speakers at conferences and seminars.
- 3 Number of persons seeking appointment to committees and standing for election to the Board.

Key Result Area 4

Financial Management

Objective 4.1

A solvent and financially secure organisation

Strategy

- 1 To adopt and implement sound financial and investment policies.
- 2 To conduct of ANZSLA affairs at a surplus through:
 - (1) setting total membership fees at a level that will be sufficient to pay for ANZSLA's day to day costs of administration and management; and
 - (2) conducting the annual conference at a surplus.
- 3 To maintain a level of reserves of members' equity sufficient to accommodate foreseeable contingencies and to invest these reserves.
- 4 To invest reserves in a financially responsible manner to secure the highest interest possible consistent with security of investment and capital growth.
- 5 To secure new revenue sources.
- 6 To expend ANZSLA funds only in a responsible and prudent manner consistent with the attainment of all strategic objectives.

Review Period

Immediate and ongoing.

Performance Indicators

- 1 Revision of existing financial and investment policies and their adoption, implementation and observance.
- 2 Annual financial performance at a surplus.
- 3 The maintenance and investment of reserves in a sum equal to two years' cost of administration and management.
- 4 A return on funds invested at least commensurate with market.
- 5 Consideration of financial performance at each Board meeting.