



EQUESTRIAN AUSTRALIA HIGH PERFORMANCE

What it Will Take to Win Strategic Plan 2020-2024



AIS funding is based on the national framework of Sport Categorisation that identifies sport programs most likely to contribute to Australia's high-performance targets.

What it Will Take to Win

The following outlines the relevant Olympic and Paralympic High Performance Plan for Equestrian sports in Australia in accordance with the Australian Sports Commission and Australian Institute of Sports' National High Performance Investment Strategy.

Equestrian Australia High Performance is funded by Sport Australia (SA) through the Australian Institute of Sport (AIS) and directly and/or indirectly by the Australian Olympic Committee and Paralympic Australia. The AIS is currently the sole funder and investment body into Equestrian Australia High Performance. It is important to note that no EA membership funds contribute to the EA High Performance Program.

All of these bodies are aligned to Sport Australia's National High Performance Sport Strategy (NHPPS) designed for Olympic and Paralympic High Performance outcomes.

The aims of the strategy are as follows:

- > consistent and sustainable success for Australian athletes and teams on the world stage
- > greater levels of accountability for performance results
- > improved governance structures and contemporary reporting and monitoring of performance
- > engaging, uniting, inspiring and motivating all Australians.

The EA HP program is solely funded by the AIS. AIS funding is based on the national framework of Sport Categorisation that identifies sport programs most likely to contribute to Australia's high-performance targets. Sports are ranked primarily on past performance and future potential criterion at international benchmark events. On this basis, HP spend is focused on the disciplines of Eventing and Para-equestrian.

Eventing is currently funded at the AIS Foundation sport level, as it is considered to be a 'good probability to medal at the Olympic Games in the next two (2) cycles' evidenced by:

- > medal in two of the past three Olympics

Para-equestrian is currently funded at the AIS Prospective level, as it is considered to be a 'potential medal at the next Paralympic Games' evidenced by:

- > medal in a Paralympic discipline at a world championship (or equivalent) in the past four years
- > credible performance profile that indicates a high medal potential at the next Paralympic Games

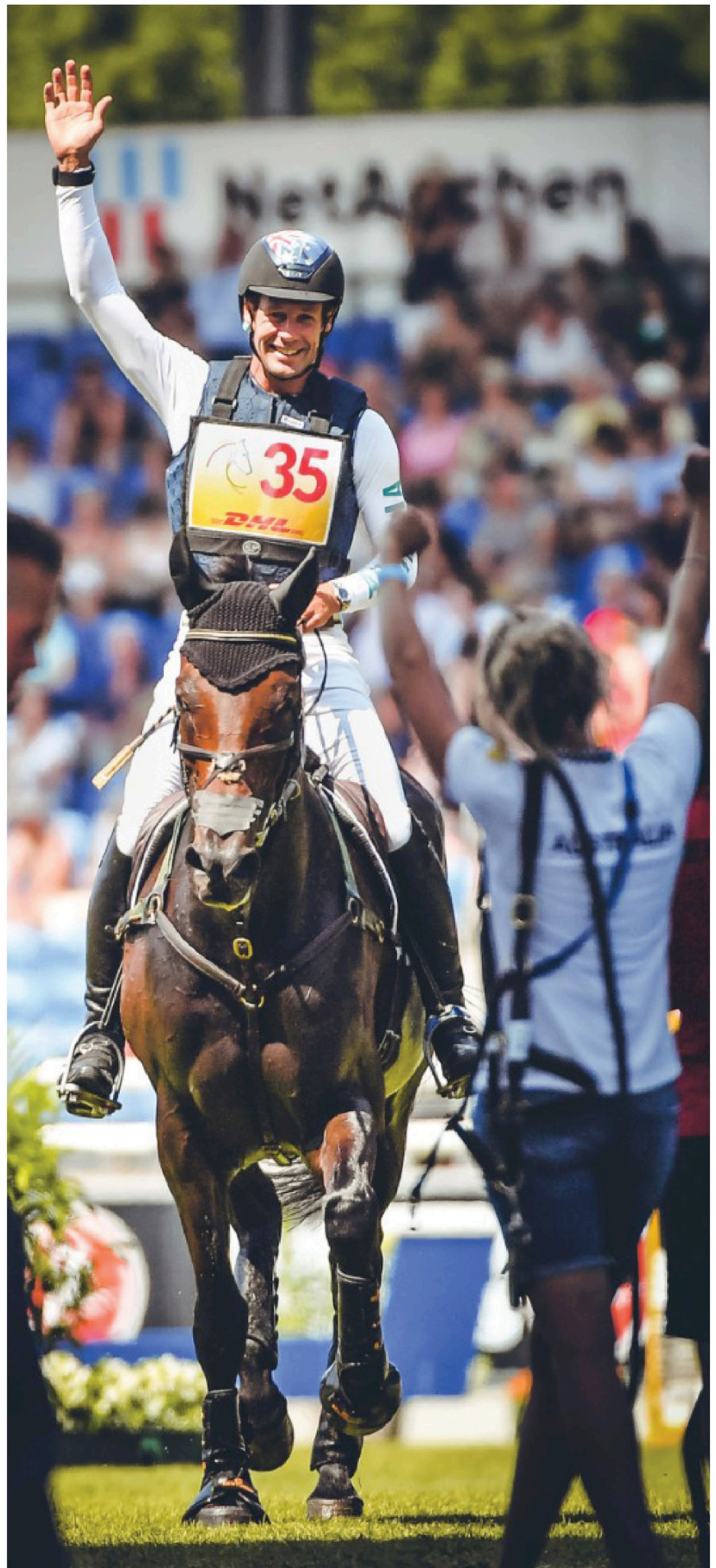


Consistent and sustainable success for Australian athletes and teams on the world stage is a primary aim of the High Performance strategy.

Top: Sam Griffiths and Paulank Brockagh, members of the Bronze medal team at 2016 Rio Olympics.

Above: Andrew Hoy and Darien Powers, members of the Gold medal team at 2000 Sydney Olympics.

Right: Chris Burton and Quality Purdey, individual Silver medal at 2018 Aachen World Equestrian Festival.



Our Philosophy Performance-driven and combination-focused, led by world-class management

Our Vision Sustained international podium success

Our Mission To strengthen optimal performances of Australia's elite equestrian combinations at international benchmark events by providing world-class, high performance practices, planning and management.

SUSTAINED INTERNATIONAL PODIUM SUCCESS



Chris Burton, Sam Griffiths, Shane Rose and Stuart Tinney—members of the Bronze medal team at 2016 Rio Olympics.

The EA High Performance Plan has been adapted to tailor key drivers to our unique circumstances in servicing the six-legged equestrian athlete.

The High Performance Plan

High Performance Drivers

In accordance with AIS funding compliance requirements the Equestrian Australia High Performance Plan will further focus on the six High Performance Drivers:

- 1–Athletes
- 2–Coaches
- 3–Leadership
- 4–Daily Performance Environment
- 5–Competition
- 6–Knowledge and Growth

The EA High Performance Plan has been adapted to tailor these drivers to our unique circumstances in servicing the six-legged equestrian athlete.

High Performance Vision

The High Performance Vision and Mission is based on a Three-Tiered Focus:

- 1–Paris Medal Plan (Current Cycle)
- 2–Sustained International Podium Success Plan (Performance Pathways)
- 3–2032 “Whole of Sport” Plan (Future Cycle)–2022 to 2032 (10 Year Plan)

The above is designed to ensure medal delivery in Eventing and Para Equestrian as well as provide an integrated performance pathway leading to sustained success across all disciplines including a Long Term Plan to the Olympic and Paralympic Games 2032.

Medal Potential/Targets

WEG 2022: Olympic Qualification (All Disciplines)

PARIS 2024: 2 Medals Olympic/2 Medals Paralympic

LA 2028: 2 Medals Olympic/2 Medals Paralympic

NOTE: Subject to the implications of COVID-19 and the potential cancellation of Tokyo 2020, the above may need to be reviewed and benchmark events adjusted. This will be decided in collaboration with the HP Panel and AIS.

Individual Performance Planning

The High Performance Plan includes holistic and integrated Individual Performance Plans (IPPs) for the targeted individuals covering the riding athlete and multiple horses at varying levels.

The IPPs cover the following

- > Competition Plan
- > Training Plan
- > Horse and Veterinary Management
- > Sport Science Sports Medicine (SSSM)
- > Athlete Wellbeing and Engagement

The Individual Performance Plans will further engage and integrate the Daily Performance Environment’s (DPE) Home Teams including but not limited to the following to ensure optimum practise:

- > Owners
- > Grooms
- > Private trainers
- > Home Vets
- > Farriers
- > Equine practitioners (Physio, Chiropractor, Dentist, Nutrition specialist)
- > Sponsors/Partners
- > Significant Others

Aligned with Olympic and Paralympic Games outcomes and AIS Athlete categorisation, the aim is to optimise short, medium and long term Australian podium success on the world stage.

The High Performance Squads

Squad structures are designed to focus more on categorised athletes as per the Australian Institute of Sport's Athlete Categorisation model and align EA High Performance Squads with the National High Performance Investment Strategy.

Aligned with Olympic and Paralympic Games outcomes and AIS Athlete categorisation, the aim is to optimise short, medium and long term Australian podium success on the world stage through the performance pathway via identification and development of potential and current world-class athletes.

Equestrian Australia High Performance has structured the HP Squads in accordance with the above to identify, monitor and maintain targeted athletes and/or athlete and horse combinations to ensure HP medal outcomes as follows:

Gold (AIS Athlete Category–Podium)

Current Cycle

Athletes and/or athlete and horse combinations that have achieved medal performances at the most recent World Equestrian Games/and or Olympic/ Paralympic Games and also considered capable of a medal performance at the upcoming World Equestrian or Olympic/ Paralympic Games. (AIS Athlete Category–Podium)

Green (AIS Athlete Category–Podium Ready and Podium Potential) Current Cycle

Athletes and/or athlete and horse combinations who were members of a team placed 4th to 8th at the most recent World Equestrian Games/and or Olympic/ Paralympic Games and considered capable of progressing to AIS Athlete Category–Podium within the next two years. (AIS Athlete Category–Podium Ready)

OR

Athlete and/or Athlete and Horse Combinations considered capable of progressing to Gold (AIS Athlete Category–Podium) within the next 4 years.

Generation Next (AIS Athlete Category–Developing and Emerging) Future Cycle

An athlete who is considered capable of progressing to at least Green (AIS Athlete Category–Podium Potential) (AIS Athlete Category–Developing and Emerging).

Generation Next athletes include Eventing and Para categorised athletes only.

HP Squad Requirements

Athletes included in the Equestrian Australia High Performance squads are required to meet the following criteria.

- > Athletes must have demonstrated fitness, rider experience, and ability to develop and maintain a consistent training



Far Left: Andrew Hoy, Phillip Dutton, Matt Ryan and Stuart Tinney—members of the Gold medal team at 2000 Sydney Olympics.



Left: Shane Rose, Sonja Johnson, Megan Jones, Lucinda Fredericks and Clayton Fredericks—members of the Silver medal team at 2008 Beijing Olympics.

program. They must have demonstrated that they are ready for a rigorous training program/preparation as required for successful international standard competition.

- > Athletes must be prepared to work within the High Performance Program structure and will be required to submit training and competition plans to the relevant High Performance staff as requested.
- > The primary focus will be on athletes that have shown the ability or potential to represent Australia at International level at a high standard.
- > All athletes must maintain an Individual Performance Plan that will be monitored and reviewed regularly by the High Performance Staff.
- > All athletes must sign the Athletes Agreement before inclusion in any HP Squad. Agreements must be signed and returned to EA HP staff.
- > In all instances, the standard of competition, the number of competitors, the number and level/experience of the judges and the overall quality of the competition will be taken into consideration. Whilst performances at FEI / EA events will be used as a guide, competing at major events will be necessary to ensure consideration.
- > Athlete's horses must be sound and fit to compete to the satisfaction of the EA

HP appointed vet. Athletes and owners must be prepared to submit their horses for fitness assessments by an EA HP appointed vet as requested.

- > Athletes must be fit and able to compete to the satisfaction of the relevant HP staff.

Whilst the squads will typically be reviewed every six months, Selectors reserve their rights to add or remove additional athlete and/or athlete and horse combinations at any time.

AIS National High Performance Investment Strategy—Athlete Categories

1—Podium: An athlete who had a medal performance at a World Championship (or equivalent) event in the previous 24 months and is considered capable of a medal at the next World Championship (or equivalent)

2—Podium Ready: An athlete who placed fourth to eighth at the most recent World Championship (or equivalent) event and is considered capable of progressing to Podium in the next two years.

3—Podium Potential: An athlete who is considered capable of progressing to at least Podium Ready in the next two years.

4—Developing: An athlete who is considered capable of progressing to at least Podium Potential in the next two years.

5—Emerging: An athlete who is considered capable of progressing to at least Developing in the next two years.

Athlete Categorisation Service Models

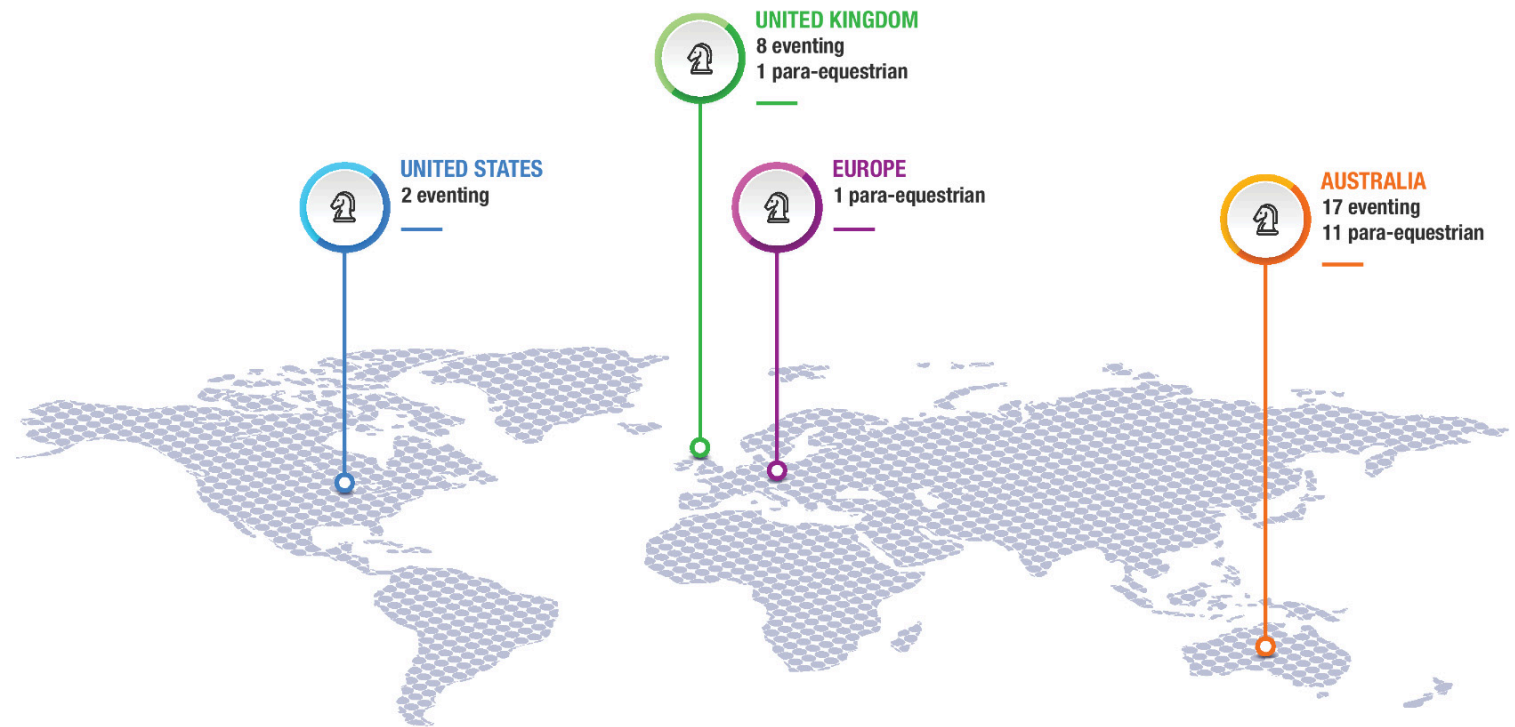
The proposed services structure of these athletes is as follows:

SERVICE	CURRENT CYCLE Gold and Green	FUTURE CYCLE Generation NEXT
IPPs	✓	✓
Coaching Support	✓	✓
Veterinary Support	✓	✓
Horse Management Support	✗	✓
HAMS	✓	✓
Individual SSSM	✓	✓
General SSSM	✓	✓
Individual Personal AWE Support	✓	✓
General Personal AWE Support	✓	✓
Behavioural Profiling Assessments	✓	✓
dAIS Nomination	✓	✗
Talent Identification	✗	✓
International Placement Support	✗	✓

Detailed Individual Performance Planning support is identified as follows:

SERVICE	CURRENT CYCLE Gold and Green	FUTURE CYCLE Generation NEXT
Competition	Targeted Plans Outcome focus Event support	Planning Support Major Event Support
Training	Targeted Training World Class Coaching IPP specific support Performance Analysis Support	Planning Support IPP specific support Performance Analysis Support
Horse and Veterinary Management	Targeted Plans Veterinary Support Farrier Support Management and Monitoring	Education and Awareness Screening and Planning Veterinary support
SSSM	Targeted support Strength and Conditioning Physiotherapy support Medical Support	Education and Awareness Screening and Planning IPP specific support
Athlete Wellbeing and Engagement	Owner support Behavioural Profiling Assessments Targeted welfare support	Planning Support Education and Awareness Business and Owner Management Behavioural Profiling Assessments

The High Performance Landscapes



The EA High Performance Plan will need to balance and service the Daily Performance Environment and competition environments across the various landscape bases.

The current DPE locations of HP squad athletes are as follows:

- > Australia (17 eventing and 11 para-equestrian)
- > United Kingdom (8 eventing and 1 para-equestrian)
- > Europe (1 para-equestrian)
- > United States of America (2 eventing)

This requires effective allocation of time, human and financial resources prioritising both Eventing and Para Equestrian.

Whilst considering the above together with our geographical, bio security and horse power quality and depth issues, we will need to employ superior horse and veterinary management compared to our competitors.

We will look to utilise HAMS (Horse and Athlete Management System) to allow for greater accountability and responsibility to preparation and performances for both athletes and management alike.

The High Performance Culture

The EA High Performance Plan must deliver world class support across all landscapes including;

- > Leadership
- > Coaches and Trainers
- > Veterinarians
- > Grooms
- > SSSM Service Providers
- > Technical Performance Support staff
- > Athlete Wellbeing and Engagement specialists

The program must focus on performance and whilst process is critical medal outcomes must remain the priority.

A professional team dynamic must also remain a key feature and opportunities to continue to foster this environment must be employed. Additionally, opportunities to promote the positive perception of our team from outsiders and to support the overall sport will be embraced where appropriate.

An athlete driven performance environment will underpin the HP culture adopting the theme of "Preparing to Prepare to Win".

Detailed Individual Performance Plan and outcome-focused performance camps will further foster a winning performance culture.



Joann Formosa individual Gold medal at 2012 London Olympics.

High Performance Pathways

Equestrian Australia as a whole must focus on all categorised levels of the Athlete Pathway in accordance with the AIS Athlete Categorisation models and manage a balance of resource allocation to effective succession planning in the riding and equine athlete. Succession planning must also include the identification and development of leadership, trainers and coaches, veterinarians and other High Performance staff.

Recent Performance Pathways Solutions Grants (see Appendix 1) and resource allocation will provide a significant opportunity for Equestrian Australia High Performance outcomes. This program is led by the EA HP Pathways Manager.

There will be a need to investigate further opportunities for Performance Pathways in para-equestrian. This will be done in collaboration with AIS and PA.

It is important that a broader number of quality combinations are developed to be available for selection and nomination for the key benchmark events.

High Performance Key Drivers

1 Athletes

The program will manage and prioritise the nominated Gold, Green (Current Cycle) and Generation Next (Future Cycle) High Performance Squad members.

Effective allocation of staffing and balance of both human and financial resources employed across all geographical landscapes including Australia, UK/Europe and the USA together with an enhanced Individual Performance Planning program will need to be implemented over the period of the next two cycles.

It is important that a broader number of quality combinations are developed to be available for selection and nomination for the key benchmark events.

A more rigorous performance pathways program including talent identification, verification and development is required to identify and develop not only riders in the Emerging and Developing categories but also horses at the developmental level. Recent Performance Pathways Solutions Grants (Appendix 1) and resource allocation will provide a significant opportunity for Equestrian Australia High Performance to engage and more effectively resource the key stakeholders to coordinate the program at the Emerging and Developing categories

of the pathway. Compliance standards are to be designed and driven to ensure an aligned structure in order to maintain the What it Will Take to Win outcome focus. This will require a staged implementation over the period of the next two cycles.

It is important also to provide as many team opportunities as possible to the combinations throughout the performance pathway in the emerging and developing categories and above. This will give Generation Next, Green and Gold High Performance Squad Members more exposure to HP programs in a controlled team environment. This will ultimately enhance this development. It is equally important to continue consistency in the program and riding athletes who do not have a horse of a suitable level or have an injured horse, need to remain in the program, albeit somewhat modified.

A comprehensive and bespoke Athlete Wellbeing and Engagement program will be designed and implemented for all HP athlete categories.

2 Coaches

Coaching and the High Performance Program delivery require more balance across the geographical landscapes and needs more alignment with the medal targets



Recruitment of coaches will need to be aligned with budget and staged to create an effective transition and lead up to WEG 2022 and Paris 2024.

and a true performance focus. Current coaching numbers, access and availability are under resourced. Implementation of world class trainers and coaches is required to ensure superior methods of training and development of both horse and rider is achieved.

The program is currently hampered by lack of regular on the ground access, geographical and time zone challenges.

It is necessary to undertake a review of the current coaching structure to ensure alignment with the High Performance plan and its associated outcomes. Recruitment of coaches will need to be aligned with budget and staged to create an effective transition and lead up to WEG 2022 and Paris 2024. All coaches will require individual performance plans to enhance development and provide support in order to complement optimum performance to being world class.

Succession planning of coaches is critical, that requires not only identification, but ongoing development and regular coaching exposure. Depth in potential coaches is limited and access to the AIS and international competition experience in coach development programs and courses is vital in assisting in bridging these gaps.

This development also requires alignment with the Equestrian Australia coach education program to ensure a High Performance element is included in the relevant curriculum. Further alignment with athlete categorisation is required so that coaches and identified staff develop alongside the riders at the varying stages of the performance pathway.

Performance and development planning for the identified coaches as part of the succession planning is required to ensure a true High Performance coaching culture. This should include coach development, AIS course and scholarship opportunities, mentoring, exposure to High Performance programs and wellbeing and engagement support. All identified coaches in the succession plan will be serviced via an Individual Performance Plan and further financial and resource support (Appendix 1). The Performance Pathways workforce and project funding will provide a significant opportunity to address these gaps and ensure EA HP coaches are aligned with the HP culture and performance outcomes.

3 Leadership

The current leadership structure for HP requires review with the role of the High Performance Panel and the Performance Director to focus more on HP planning and strategy as well as leadership, stakeholder management, financial management and HP administration. Role clarity throughout the HP leadership is critical to ensure ongoing National High Performance Investment Strategy medal outcomes for 2021-2024.

A balance of stable and strong governance, leadership, sports administration and equestrian experience and knowledge is critical for ongoing success. A succession plan for the HP panel should be considered,

and skills to consider incorporating in this area include governance, financial, legal and critical incidence advice.

The High Performance Panel Terms of Reference (Appendix 2) and its implementation and alignment of the key stakeholders will allow an efficient HP governance model. Alignment of the key stakeholders including the AIS, AOC, PA, EA, State Branches and the Discipline Committees needs to be the main priority for the Leadership.

Ongoing and regular contact with the High Performance Panel will allow current HP practice to be challenged.

It is necessary to undertake a review of all current staffing and the management structure to ensure alignment with the High Performance Plan and its associated outcomes. This is in conjunction with the AIS workforce plan (Appendix 3). The HP Director drives the HP strategy and culture to ensure professionalism and accountability of staff, riders, and their support teams. Succession planning of leadership and staff is critical.

Recruitment of staff to address current limitations in capacity and resources will need to be aligned with budget and staged to create an effective transition and lead up to WEG 2022 and Paris 2024. All staff will require individual performance plans to enhance development and provide support in order to complement optimum performance to being world class.

Performance and development planning for the identified staff will be critical in fostering a winning performance culture. This should include professional development, AIS course opportunities, mentoring, exposure to other High Performance programs as well as wellbeing and engagement support.

In order to provide more rigour around the procedures of the nomination process Equestrian Australia implemented terms of references around the National Selection Panels as well as undertake ongoing development for all panel members. This included additional education and awareness around thorough selection decision making.

The nomination criteria included a more outcome driven theme whilst still adhering to strong process. This was seen to support the HP theme of “What It Will Take to Win”.

A more thorough and open and transparent system including the athletes’ engagement allows a stronger inclusive and more professional process of nomination whilst encouraging procedural fairness.

4 Daily Performance Environment (DPE)

The DPE is the Home Team yards, farms and barns of the identified riding athletes. This varies among the geographical landscape bases including:

- > Australia
- > United Kingdom
- > Europe
- > United States of America

The DPE requires strong integration and alignment between HP and the Home Teams personnel including:

- > Trainers
- > Coaches
- > Grooms
- > Staff
- > Vets
- > Owners
- > Significant Others

This also requires HP presence at competitions to ensure compliance, service and program delivery and performance reporting.

It is essential to access and monitor Home Team bases to ensure that facilities and training environments are high-quality and commensurate with medal outcome requirements and subsequent target.

This includes:

- > Arenas and Equipment (suitable for the Dressage and Show jumping phase)
- > Stables
- > Tack requirements
- > Cross Country Schooling yards and equipment including fences
- > Gallop Tracks
- > Trucks/Lorries

Competition support, Training support, Horse and Veterinary Management support, SSSM and Athlete Wellbeing and Engagement programs will be delivered by EA HP staff for High Performance categorised athletes and aligned with their Individual Performance Plans.

Equestrian related HP Program delivery will be jointly delivered by EA HP and the State Branches/Discipline Committees.

It is intended all program reporting for the above will be via HAMS including all compliance delivery requirements.

Performance Support is required in the DPE at critical times to ensure NHPSS targets.

This includes:

- > World Equestrian Games preparation
- > Olympic & Paralympic Preparation
- > Nations Cup Preparation and Competitions
- > Regular Team competition exposure at all levels
- > Consistent SSSM and Athlete Wellbeing and Engagement exposure
- > Long term Horse and Veterinary Management

- > Squad and program inclusion regardless of horse availability
- > Service human and equine athletes to promote full stables of quality horses at varying levels

Off-horse Camps

Intensive off-horse camps for athletes and key coaches and service providers play a critical role in benchmark event preparation and are held where possible within calendar and geographic constraints. The focus of these camps is exclusively on performance outcomes at benchmark events.

Camps for Developing and Emerging athletes focus on holistic development and education, and provide an opportunity to interact with HP staff and coaches.

On-horse Clinics

In order to support the IPPs and the benchmark event preparation, it will be necessary to conduct on-horse clinics. The content of these on-horse clinics will be to include technical coaching support at convenient times to complement preparation for performance outcomes.

5 Competition

In the event that Tokyo 2020 is cancelled, focus will shift to WEG 2022 as the major benchmark event, and this will also provide development and preparation opportunities for the Paris 2024 Olympic & Paralympic Games.

In order for appropriate benchmarking to occur, strong presence is required at major Australian, British, European and United States events including nominated CCI-S/Ls, CSIs, CDIs and CPEDIs as well as Nations Cups opportunities.

The risks and challenges associated with Tokyo 2020 being held in 2021, and the possibility of WEG 2022 becoming the major benchmark event include:

- > Condensed Planning cycle between Tokyo 2021 and WEG 2022
- > World Equestrian Games 2022 Planning
- > World Equestrian Games costs with split venues and events
- > Horse power quantity, quality and depth
- > Travel logistics, anticipated increased costs, and preparation for World Equestrian Games
- > Travel logistics, anticipated increased costs, and preparation for Paris Olympic & Paralympic Games
- > General travel and border restrictions due to COVID-19
- > Bio Security and Quarantine restrictions
- > Performance Support access to all key benchmark events
- > Environmental and Climatic Challenges
- > COVID-19 impact
- > World Economic impact

All the above will need to be addressed within the EA High Performance Plan and associated budgets. Significant presence at WEG 2022 split venues and Olympic Games Test Events are also required to enable efficient preparation.

Further detailed planning is required around the HP operational plan, and managing the program expectations and resource requirements, in order to deliver two benchmark events within 14 months and with different competition formats.

The impact of COVID-19 and the subsequent world economic challenges will need to be monitored and reviewed regularly to ensure adaptability towards achieving set performance outcomes.

6 Knowledge and Growth **“Technology/Innovation Road Map**

This area is led by the EA Performance Support Manager and includes:

- > Understanding the performance impact of different competition formats (Olympics v WEG).
- > Understanding site-specific terrain.
- > Performance analysis to identify specific strengths and weaknesses and inform training strategies.
- > Online database and record monitoring and management program (including HAMS).
- > Athlete development profile of human and equine athletes.
- > Para-equestrian specific projects designed to complement performance outcomes.
- > Athlete availability (horses) – reasons why horses unavailable for training and competition, as well as load management in training and programs with the equine athlete. Long-term project.
- > Ongoing management of the Behavioural Profiling of management staff and athletes to further develop a true high performance and team culture.
- > Ongoing management of Australian Equestrian Team link on the website. Focus on management, humans and equine athlete, owners, events and sponsors profiling.



The formation of an Athlete Commission will ensure best-practice governance. This includes athlete representation on the EA Board and at Annual General Meetings.

Stakeholder Engagement

Further work is required to ensure alignment of the HP program among the stakeholders, however significant progress has been made over the last three years with engagement and buy-in to the medal outcome and national high performance strategy.

Pending the outcome of the EA Voluntary Administration as administered by KordaMentha and any governance reform and constitutional change, ongoing liaison and connection with the interim and new EA Board will be critical. Further consultation will be required with the FEI, AOC, PA, Sport Australia and the AIS to ensure the relevant affiliations remain in place. This is important to provide the athletes with the ongoing opportunity to compete and seek nominations leading toward the relevant benchmark events.

A review of the meanings and definitions of High Performance associated with Equestrian Sports in Australia is required. This will further require an effective

communication and branding strategy to ensure clarity and consistent messaging that can be held to account.

Further exploitation of the performance pathways and the longer term “Whole of Sport” performance strategy is required.

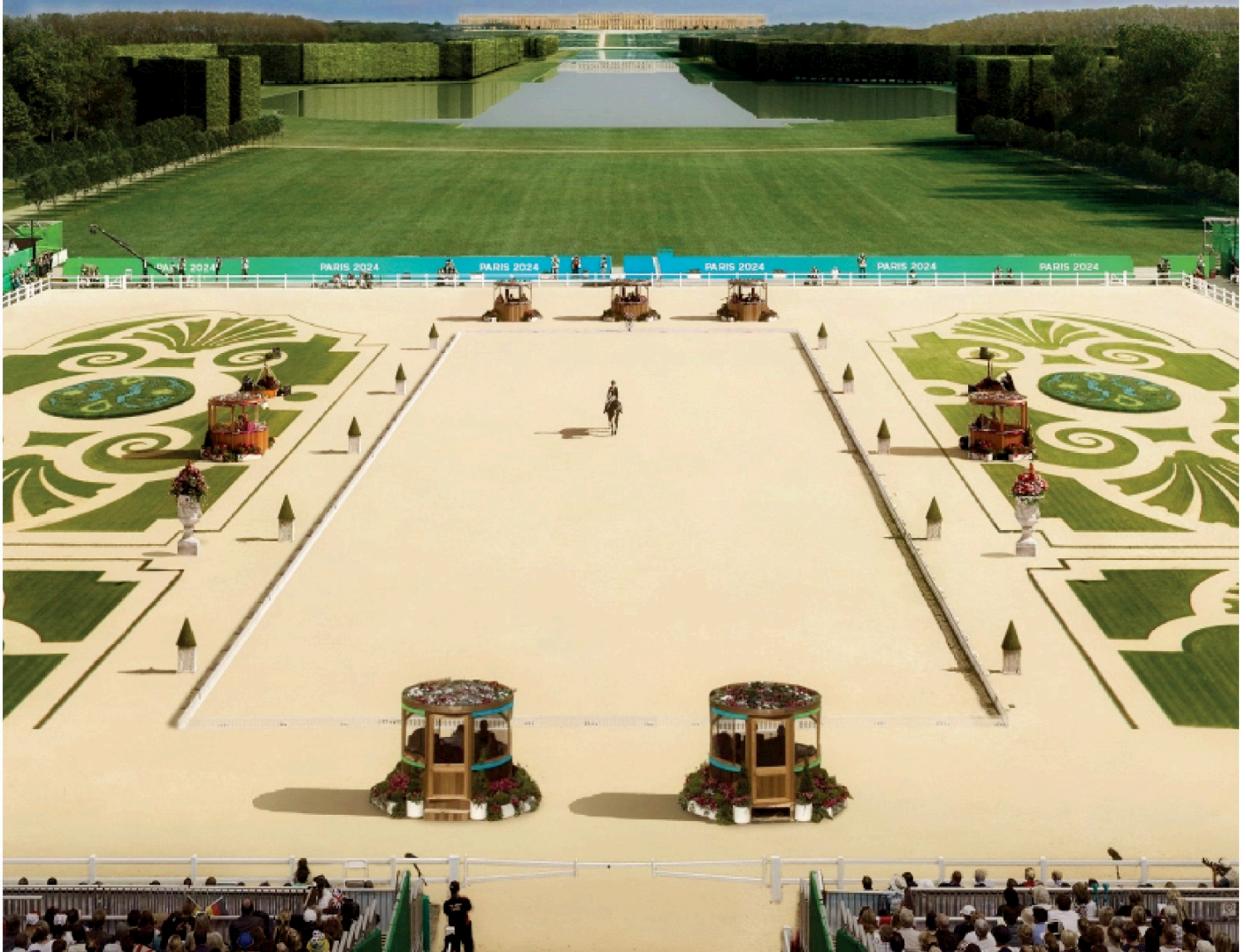
In conjunction with the AOC and EA, the formation of an Athlete Commission will ensure best-practice governance. This includes athlete representation on the EA Board and at Annual General Meetings. The following stakeholders have been engaged and we will continue to liaise with them in order to be further aligned:

- > EA Board
- > High Performance Panel
- > AIS
- > AOC
- > PA
- > Discipline Committees
- > State Branches
- > FEI
- > Athlete Commission (Riders Club)

Paris 2024 Planning

The following will need to be considered whilst looking at the future planning for Paris 2024:

- > What it Will Take to Win Strategy
- > AOC/PA interaction
- > WEG 2022
- > Qualification strategy
- > Strong working relationship with FEI and relevant technical committees
- > Test Event Preparation 2023
- > Staging Camp locations
- > Working relationship with the French Equestrian Federation
- > Budget
- > Logistics and Operations
- > COVID-19 adaptation and compliance strategy
- > Accreditation availability
- > AOC/PA Administration compliance requirements
- > Transport and Quarantine research required for Olympic and Paralympic Games
- > Location and venue research for Olympic and Paralympic Games, e.g. proximity, climate, XC terrain
- > Owners, Friends and Families



Appendix 1





Performance Pathways Solution

Executive summary

Equestrian Australia has 24 athletes categorised as Developing, Emerging and Podium Potential. These athletes are based in remote locations across the country as well as overseas.

Each athlete completes an Individual Performance Plan that is reviewed twice per year. Currently, service provision to address the performance gaps identified in the IPP is limited due to lack of resource, and athletes are predominantly required to fund any support themselves if they are able.

Due to the costs and logistics of travelling with horses, athletes do not come together to train as a National Squad or compete overseas. Thus, their exposure to other athletes, coaching and training programs is limited. It is therefore important that the education and services delivered within the State programs are consistent across the country and align with the high-performance pathway. This is currently not the case and there is therefore an opportunity to address this through a targeted solution. Additionally, Australian-based athletes do not get exposure to big international competitions or international experts and programs around the world.

Finally, while we currently track all competition results, we do not have a detailed understanding of the performance profiles and trajectories of our most successful athletes and horses over time, which would provide us with further insights into What It Will Take To Win and inform future Pathways strategies.

We propose the following solutions:



Service provision to support performance gaps identified in IPPs – Service provision to support both the horse and human athletes will include projects to address emerging themes from the IPPs (veterinary screenings, personality profiling, competition analysis, more expert coaching) as well as support to target individual performance gaps.



Education program – Develop an education program, known as Competitive Edge, that ensures consistent and appropriate messaging across the State organisations and the entire equestrian pathway.



Exposure to international experts, programs and competition – Provide Pathways athletes and coaches with exposure to world-class daily training environment facilities and major international competition as well as to international experts and Podium athletes.



Athlete development research project – In collaboration with Southern Cross University, investigate the critical success factors for elite equestrians within the EA program to provide us with further insights into What It Will Take To Win, athlete profiles, and the developmental trajectories of our most successful horse and athlete combinations.



Performance Pathways Solution

Intended outcomes

- 🐾 Identify, prioritise and support targeted performance gaps through the IPP process in order to fast-track our Pathways athletes' transition through the Performance Pathway.
- 🐾 Provide individualised performance support for both horse and human athletes that address the critical success factors for elite equestrians and align with current Podium level support.
- 🐾 Analyse specific performance strengths and weaknesses in each discipline to inform training strategy and identify areas where the most performance gains can be made.
- 🐾 Provide access to expert coaching.
- 🐾 Ensure consistent high-performance education and messaging across the State organisations and the entire Equestrian Australia Performance Pathway via the Competitive Edge program.
- 🐾 Ensure legacy of education program beyond 2021 where States deliver their own programs. This also allows greater reach to underpinning programs for future athletes and other Olympic and Paralympic disciplines.
- 🐾 Expose Pathways athletes to world-class athletes, coaches and daily training environments, as well as the very highest level of competition.
- 🐾 Provide athletes with opportunities to observe and discuss training programs, coaching philosophies, and high-performance behaviours with international experts.
- 🐾 Include international experts' insights and philosophies in the education program so this information is filtered back to underpinning programs and creates a legacy.
- 🐾 Gain a more detailed understanding of the critical success factors and What It Will Take To Win for elite equestrians specifically within the Equestrian Australia program so this information can be used to inform future strategies.

Budget

The cost to fund all solutions is \$605,220. Full cost details are provided in the detailed proposal.

Appendix 2





EQUESTRIAN AUSTRALIA

HIGH PERFORMANCE PANEL

Amended Terms of Reference



RECITALS

1. *The Board of Equestrian has Australia recognised that high performance sport is a specialised area of sports administration.*
2. *In view of this, the Board of EA determined to establish a Committee pursuant to the delegations under 30.1(b) of its Constitution to provide such oversight and guidance. The Committee is known as the High-Performance Panel (HPP).*
3. *The primary objective of the HPP is to achieve sustainable medal winning performances by Australia at Olympic and Paralympic Games.*
4. *EA receives substantial investment from Sport Australia/AIS for the administration of its high- performance function. This investment is provided pursuant to a Sports Investment Agreement (SIA) dated 10 August 2018. Pursuant to the SIA, Sport Australia/AIS has agreed to provide investment subject to EA meeting a range of performance and reporting obligations and maintaining compliance with laws, policies and practices.*
5. *A variation to the Sport Investment Agreement dated 28 February 2019 provided that EA's High-Performance program was to be managed and overseen by the HPP and a breach of these terms may result in Sport Australia/AIS withdrawing investment.*
6. *Under the cover of a letter dated 3 June 2020, Sport Australia advised the Board of EA that EA's governance had, in recent years, fallen well short of acceptable standards. As a consequence of this, the AIS has given EA notice that it, the AIS, has assumed responsibility for EA's High- Performance program on the following terms:*
 - a. *The HPP will continue to provide management and oversight of the High-Performance program (as provided for in paragraph 1 and 2 of these recitals);*
 - b. *EA's rights and obligations under the SIA be de-scoped; and*
 - c. *All existing funding (including Pathways Solutions Grant) be maintained pursuant to the oversight of the AIS and the HPP.*
7. *The Board of EA has subsequently made the decision to place EA into Voluntary Administration*
8. *These terms of reference have been provided to Sport Australia and the AIS. They have each provided written confirmation that they support the ongoing role of the HPP, the role of the AIS and the amended terms of reference.*
9. *The Administrators of EA; Craig Shepard and Kate Conneely of Korda Mentha have, for their information, been provided with a copy of these Terms of Reference.*



EQUESTRIAN AUSTRALIA



DEFINITIONS

10. The following definitions apply:

- a. **AIS** – Australian Institute of Sport
- b. **ASC** – Australian Sports Commission
- c. **EA** – Equestrian Australia
- d. **The Board of EA** – the Board of Directors of Equestrian Australia
- e. **EA High Performance Program** – Program that is funded by Sport Australia and their investment arm in the AIS as part of their broader High-Performance Investment Strategy.
- f. **EA High Performance Staff** – employees of EA who are specifically charged with the management of the High-Performance Program. The EA High Performance Staff report to the HPD. The EA High Performance Staff includes (but is not limited to) High Performance Director, High Performance Staff, Coaching Staff, Trainers, SSSM staff and team veterinarians.
- g. **High Performance Director (HPD)** – the individual engaged by EA to manage its High- Performance Program
- h. **High Performance sport** – In equestrian the definition of High-Performance sport is intended to specifically refer to the Olympic disciplines of Dressage, Show Jumping and Eventing and the Paralympic discipline of Para Equestrian (Dressage).
- i. **Sport Investment Agreement** –
- j. **Pathways Solutions Grant** –

COMPOSITION OF HPP

11. The HPP will be comprised of a mix of individuals who have some or all of the following skills:

- a. experience in high performance sport generally;
- b. high level experience in equestrian sport and the equestrian industry; and
- c. key relationships within stakeholders such as the Australian Institute of Sport and Sport Australia.

12. The HPP will comprise of the following members:

- a. Leigh Clifford (Chair)
- b. Nigel Nichols (Independent)
- c. Chris Webb (EA HPD)
- d. Gina Haddad (Independent)
- e. Alex Newton – (AIS)(Invitee)
- f. Hamish Cargill (Independent)
- g. Andrew Hamilton (Interim EA CEO)



EQUESTRIAN AUSTRALIA



TERM

13. *It is intended that, the role of the AIS, the HPP and these terms of reference will apply to until December 2024 or earlier if determined appropriate by the AIS*

ROLES

14. *The HPP will provide oversight and guidance of EA High Performance program. This will include (but is not limited to):*
 - a. *Discussion of conceptual ideas and initiatives for EA High Performance program.*
 - b. *Discussion individual performance plans for identified groups of athletes.*
 - c. *Discussion of Sport Australia benchmark competitions and outcome targets.*
 - d. *Monitoring of the results of the High-Performance program against Sport Australia benchmark and outcome targets.*
 - e. *Approval of the High-Performance Plan as designed by the HPD provided to Sport Australia*
 - f. *Approval of the appointment of National Selection Panels for each of the disciplines.*
 - g. *Appointment and review of key staff employed within the EA High Performance Program (High performance team)*
 - h. *Review and endorsement of High- Performance budget and financial accounts.*
 - i. *Approval of selection policies and amendments to selection policies.*
 - j. *Approval of the selection of teams to be nominated to represent Australia at international competitions including the Oceania championships, World Equestrian Games and Olympic Games.*
 - k. *Any other matter impacting on the performance of EA High Performance program and high performance including the liaising with the AOC and the FEI related to any High- Performance functions.*

RESPONSIBILITIES

15. *The HPP will declare and manage conflicts of interest in accordance with EA conflict of interest policies and act in the best interests of the HPP and these terms of reference.*
16. *As members of the HPP they will observe and comply with all other applicable policies of EA.*
17. *The HPP will provide copies of minutes of its meetings in a timely fashion (and not later than 14 days after the meeting) to the Board of EA, or while relevant to the Administrators of EA and will keep them appropriately informed of:*
 - a. *Stakeholder relationships;*
 - b. *Key appointments to the High-Performance team; and*
 - c. *Current selection policies, timelines for selection and composition of teams;*
18. *The HPP will ensure that the HPD complies with all relevant obligations to Sport Australia and the AIS in relation to financial accountability.*
19. *The HPP will provide periodic updates to the AIS and Sport Australia as required by each.*



EQUESTRIAN AUSTRALIA



PROCESS

20. *The process of the Board under Rule 24 of the Constitution does not apply. In place, the following rules apply:*
- a. *Timing – The HPP shall meet 3 times per year and more frequently as it deems necessary to properly discharge its function and may adjourn and otherwise regulate its meeting as it sees fit.*
 - b. *Decisions – Questions arising at any meeting of the HPP shall be decided by a majority of votes. The Chair to have a casting vote in the event of an equality of a vote.*
 - c. *Meetings – Without limiting the power of the HPP to regulate its meetings as it sees fit, a meeting of the HPP may be held where one or more of the members are not physically present at the same place, provided that:*
 - i. *All persons participating in the meeting are able to communicate with each other effectively, simultaneously and instantaneously whether by means of telephone or other form of communication; and*
 - ii. *Notice of the meeting is given to all the members entitled to notice in accordance with the usual procedure agreed upon by the HPP and such notice specifies that members are not required to be present in person.*
 - d. *Quorum – At a meeting of the HPP the number of members whose presence for participation is required to constitute a quorum is 4 members.*
 - e. *Minuting of meetings – Minutes of the meetings will be kept by the HPD will record decisions and actions of the meeting.*

Appendix 3: High Performance Structure 2021+

