

# APPENDICES

## Appendix 1 – National Strategy and Structure Working Group – Terms of Reference

### PURPOSE

Equestrian Australia (**EA**) is the National governing body recognised by the FEI, the Australian Sports Commission, Australian Olympic Committee, and the Australian Paralympic Committee and is responsible for promoting, managing, and controlling equestrian in Australia nationally, and representing equestrian interests internationally.

After exiting a period of voluntary administration, the new Board of EA has addressed a number of immediate priorities to stabilise the organisation and has now commenced a process to develop a national strategy for equestrian sport in Australia, and to identify the structure that will enable the most efficient and effective delivery of that strategy.

The strategy development process will feature input from EA's members, the state bodies, and national committees, as well as athletes, coaches, officials, and government stakeholders. The output of the strategy development process will be a strategy which defines:

- the collective vision for equestrian sports in Australia;
- the collective values and behaviours for equestrian sports in Australia;
- the strategic objectives in achieving that collective vision;
- the success measures for the strategy; and
- the roles and responsibilities in delivering the strategy.

The Working Group will complement the strategy development process by identifying the structure that will enable the most efficient and effective delivery of the national strategy for Equestrian.

### WORKING GROUP

The Working Group will be Chaired by an independent member with extensive relevant experience. In addition to the Chair, the Working Group will consist of members who shall be drawn from the following groups within Equestrian sports:

- EA Board
- State Branch
- National Discipline Committees
- Sport Australia representative – to be appointed by Sport Australia Each of the groups listed shall be encouraged to propose nominees who will represent the views of the particular groups, but who shall have as their primary function the achievement of these Terms of Reference and who shall provide input in the best interests of Equestrian sports as a whole.

### TERMS OF REFERENCE

The Working Group will recommend to the EA Board the structure that enables the most efficient and effective delivery of the national strategy for Equestrian (the Structure).

In recommending the Structure the Working Group will:

1. Identify potential structural options, including benchmarking of structural models and analysis of structural models:
  - across the Australian sporting landscape
  - across the international sporting landscape
2. Analyse the potential structural options, including analysis of the extent to which each option delivers:
  - best practice as defined by the highest level of maturity within Sport Australia's Sports Governance Standards;
  - the collective vision for equestrian sports in Australia;
  - the collective values and behaviours for equestrian sports in Australia;
  - the strategic objectives in achieving that collective vision;
  - the success measures for the strategy, including systems of monitoring and review;
  - the agreed roles and responsibilities of the strategy;
  - operational efficiency and effectiveness; and
  - any other factors it considers relevant in order to achieve The Purpose.
3. Provide recommendations to the EA Board in relation to structure (The Recommendations)

#### **TIMING**

Subject to timely progress of the process to develop the National Equestrian Strategy, it is anticipated that the Working Group will submit its recommendation to the EA Board by 29th July 2022.

#### **BOARD'S UNDERTAKING**

The EA Board provides a good faith undertaking that it will:

1. upon receiving The Recommendations, seek input from the EA members regarding preferred structural models via online survey accessible to all members;
2. consider The Recommendations in good faith;
3. once a preferred Structure has been agreed by the Board:
  - as required, present any proposals that require a change to the Constitution of EA to the EA members at a General Meeting; and
  - subject to approval by the members (as required) take all reasonable actions necessary to implement the preferred Structure.
4. If it does not accept the Recommendations, provide a full and transparent explanation of that decision to the members.