

8 High Performance and Athlete Pathway Report

1.0 Introduction

We are proud of our continued achievements in 2016, across many levels of the athlete pathway, and are keen to build on these sustainably across our systems into the future. This paper supports the recommendations in the financial report to achieve this while outlining the thinking that the recommendations are a prudent investment for a reasonably prosperous athlete pathway across our levels and systems.

At the beginning of the year, Sprint Canberra and the coinciding National Sprint Training Camp held at the AIS, engaged new and previous, national squad members. This camp was open to juniors and seniors from all national squads as well as newly identified Talent ID Athletes from across states. This start to the year was again a great success and integrated new squad members by engaging our talented youth from across states. It brought together a range of age groups enabling state athletes to have exposure to accessible role models (a few years their senior) and helped to develop social connectedness amongst national and state squads. Talks from past and current elites, Grant Bluett, Jo Allison, Ralph Street and Julian Dent, were recorded so squad athletes, who were not in attendance, could access these presentations in the future via the Athlete Management Platform (AMP).

Another training camp was held after Easter in Canberra with a focus on forest orienteering. This week long camp, held after the Easter carnival, was also well attended and had a focus on steep terrain for JWOC in Switzerland. This camp also aimed to introduce younger juniors, and talent ID athletes, to the approaches needed to develop into elites at the state level.

In June, a strong contingent of Bushrangers (and other squad members) travelled to NZ for the AUS-NZ Test Match which, for the first time, officially recognised a Junior Elite Division (MW17-20E). This new competition structure attracted a range of juniors (some of whom were not aspiring to JWOC in 2016) along the development pathway. It is very gratifying that this second tier pathway has finally come to fruition - to provide a strong link to drive engagement and development at a previous pathway gap. Alongside this weekend in NZ, was an informal MW16 competition that attracted some of our state based juniors and their state coaches. There is potential for this to develop further in the future, along a state squad team's format. This structure, providing state squads with a training and competition structure, has also attracted significant participants to the up-coming December New Zealand training camp organised by QLD, and is a structure to explore in the future.

At the top level, we have achieved good results across the athlete pathway. At WOC, our men were promoted to secure a position in the second tier WOC rankings. They now qualify for two places in the middle and long finals at WOC in 2017. In the women's division, Tash Key was placed 19th in the sprint final. At JWOC, Henry McNulty gained a podium result placing equal 6th in the sprint and our younger JWOC team members showed great promise. In the Trans-Tasman competitions, while losing the first Test Match in June on challenging terrain in NZ, our junior men and women bounced back to convincingly take out the final Test Match rounds in Queensland. At the World University Orienteering Championship in Hungary, our second tier developing elites in the National Development Squad competed in Hungary against world class fields. Some notable performances were 13th in the sprint relay, and Belinda Lawford placed a highly credible 24th in the sprint in a welcomed return to health and form.

Across the pathway we have achieved a range of strong achievements in various supported competition structures and good participation in key developmental training camps.

At the start of the pathway, there is significant depth and talent in the 15 and 16 years' age groups across states where there are developing junior programs (particularly in SA). The success here is underpinned by increased coaching programs at the state level. Aston Key's first place in the sprint at the European Youth Championships is a top level performance and a talent we hope we can continue to nurture as we approach the first WOC sprint in Denmark, 2020.

A key aspect to be proud of is the numbers and strength of the MW17-20 age class at the Australian Championships, with fields of 44 and 27 respectively - significantly larger than previous years (2015 Vic 35/24, 2014 WA 24/19, 2013 ACT 24/23). While this increase in junior elites is a result of a number of factors, the athlete pathway initiatives over the last years have contributed to this youth development. It would be ideal if our activities and structures could build on this in the years to come.

If we are to do this and achieve some of our other pathway aspirations, we have some major structural funding challenges to face. This report focuses on these structural resourcing challenges across the levels of Orienteering.

We are aiming to; provide a rewarding supportive environment and community of athletes; achieve success in international competition; retain athletes in the sport through all stages and provide support for a pipeline of state athletes who are an inspiration to others to try the sport - and stay in it.

2.0 Looking Back to Move Forward

To address these challenges with clarity, it's worth reviewing the critical issues identified in the High Performance annual reports of the last 3 years.

Over the last 3 - 4 years, Orienteering Australia has been challenged by significant changes to ASC funding to financially underpin our state and national athlete pathway activities. In the High Performance area, this change has happened rapidly and involved a funding transition away from High Performance to participation. The ASC moved from a High Performance focus to a 'Whole of Sport' athlete pathway and then to a key focus on participation outcomes. Funding from the ASC mirrored this transition.

During this transition, the ASC 'Whole of Sport' funding priorities had a strong focus on the athlete pathway and required sports to clearly define the entire athlete pathway and the importance all aspects of a continuous pathway. The process involved considering how to balance funding across all levels so that sports could be well placed to become more discerningly self-reliant in supporting key activities and drivers along the entire athlete pathway and in the High Performance area.

To navigate these changes and address our current challenges, it is valuable to review the key challenges facing High Performance and the Athlete Pathway over the last few years. Presented below are extracts from previous annual reports that identify key challenges facing orienteering pathway activities.

2.1 2014 Annual Report; Key Challenges for High Performance

The key challenges for the continued development of a pipeline of athletes in the HP program include:

- Increased number and quality of coaches
- Change of culture that coaches are important.
- Improved balance of funding across all 4 FTEM levels; Foundations, Talent, Elite, Mastery.

2.2 2015 Annual Report; Key challenges for High Performance and the Athlete Pathway

In the face of a loss of all funding for High Performance from the Australian Sports Commission, there has ironically been outstanding strengthening of many structures across most key tiers of our athlete pathway. This has been in contrast to stalling development across other athlete drivers. We have accomplished many of our athlete pathway goals yet there are still key activities to initiate, develop and support into the future so we may maintain and achieve a smooth, integrated, developmental pathway which links effectively with states and a comprehensive Trans-Tasman competition schedule. While the development of most of our programs went to plan with strong athlete pathway development, attention needs to be devoted to key strategic aims, particularly coach development, and collaborative and linking programs developed at the state level.

The funding basis of our National HP Programs is precarious and a serious matter. There are significant challenges ahead if we are to maintain the strong development we have achieved during 2014/15.

While we can celebrate our success in 2015, there are serious challenges to maintain our programs and ongoing success. Our traditional funding base to support a High Performance program is not what it once was. The loss of our ASC Whole of Sport funding in mid-2015 and our HP funding a few years earlier has created a serious funding challenge in the HP area. Orienteering Australia no longer receives funds earmarked for high performance programs as we did in the past.

Our programs in 2016 have only been possible by drawing into reserves. To maintain our High Performance programs into the future, we will need to develop a more sustainable funding outlook and an awareness of the flow of funds around our sport. If Orienteering Australia is to support the development of a coherent athlete pathway across our systems, we will require a rethink of the way states, clubs and Orienteering Australia work together, and how we accumulate and distribute funds to support High Performance programs and an athlete pathway with key linking strategies.

The Australian Sports Commission is changing the landscape and the way funds flow within minor sports. While Orienteering Australia has more funding overall, this is earmarked to support participation and flows back to states. The rationale seems to be that a larger participation base will strengthen the athlete pipeline while also providing a larger participation base upon which to draw funds from to support our programs. This transition will be difficult if we do not come together with a solution-focused process to manage this transition.

The other critical issue for athlete development is streamlining initiatives aiming to minimise gaps in our pathways - across our systems. To reach our goals, there is a need to develop collaborative processes between states, OA and clubs to share responsibilities and develop practical strategies to create strategic alignment in strengthening the athlete pathway. A key feature of this process involves working together to recognise gaps in the athlete pathway and the sharing, developing and resourcing linking programs to overcome these gaps. Developing priorities and strategic alignment and pushing key projects would be beneficial and enable us to address key aspects of our pathway gaps.

Our limited number of coaches and incentives for coach development are central to ongoing development of a pipeline of athletes in vibrant national and state squads with a team of coaches working together in a coordinated national and state calendar. Turning around the decline in the number of coaches is something we must make a central focus across our systems, particularly the training and accreditation of younger coaches. Coach development for level 0 and 1 coaches requires more qualified and experienced coaches to deliver programs. This presents a barrier to rolling out coach education, especially at the state level. We need more coaching course presenters and access to a list of course presenters for all to use.

Other issues that arose during 2015 that are worth noting for future reference:

- Lack of clarity around some state's NOL team management and coaching structures create barriers to communication and development.
- Greater retention of elite athletes in roles such as coach, mentor, technical advisor, administrator etc. are required.
- Developing a coaching resource group and invite past elite coaches and athletes to camps and weekends is highly desired.

The key challenges for the continued development of a pipeline of athletes in the HP program include:

- Increasing the number and quality of coaches
- HP funding
- Processes to address pathway gaps and
- Providing resources to strategically align projects

2.3 2016 Interim Annual Report; Key Challenges for High Performance

The key challenges for Orienteering Australia's athlete pathway are:

1. Long term sustainable funding base – it is crucial and urgent that we now seek a solution focused structure to fund an Athlete Pathway for the benefit of the sport as a whole.
2. Succession to new HP leadership
3. Strategic alignment to implement the coach development plan

The funding base of our national program is now precarious and a serious matter that has become an urgent, top priority for Orienteering Australia. If we are to continue to provide a sequential, developmental Athlete Pathway and High Performance Program, now is the time to determine practical, long term funding arrangements for a national athlete pathway. Now is the time to agree on our sport's athlete pathway activities and at what level we would like to, and have the capacity to, resource these.

To maintain our High Performance Programs into the future, we must forge mutual agreement on funding principles for the Athlete Pathway by examining awareness of the flow of funds around our sport and how these can be utilized for the development of our sport. If Orienteering Australia is to support the development of an athlete pathway across our systems, it is crucial that we examine the way states, clubs and Orienteering Australia work together, and how we accumulate and distribute funds and to what level these funds should be used to support high performance programs, an athlete pathway and infrastructure to support these activities across these systems.

Ideally they should link together and strengthen all levels of the sport.

Orienteering Australia cannot continue to draw on reserves at current levels over the medium to long term and is seeking solution focused engagement from states to resource the athlete pathway across our systems at a level that enhances our sport as a whole.

3.0 The Athlete Pathway Funding Structure (and Possible Priorities - for Illustration Purposes Only)

OA revenue or athlete pathway revenue?

The following table is an attempt to clarify the pathway resourcing, benefits and priorities. If we do not agree on a process to increase Athlete Pathway revenues as outlined in the financial report, from 2018 OA will need to further refine this table to make decisions to cut funding to lower priority, yet very valuable, pathway activities to meet current budget constraints. We are very keen to explore with states how to avoid this (as well as build ongoing collaborative pathway plans and activities).

States are asked to consider at what level this is desirable and necessary given the benefits of the activities in the table and our potential capacity to increase resourcing to fund these.

For clarity, if we cannot forge a realistic resourcing structure within the next 6 months, in 2018 OA will need to cut key pathway activities and the resourcing of other key activities and ask athletes to approach states and clubs to provide funds for team and squad activities.

The Athlete pathway activities lower in the table and lower in each category would be identified as activities that would be considered for significant funding cuts under this particular model (or one based on different cost benefit assumptions and priority order).

Priority	Category – with potential priorities numbered	Funding	State Benefit
1	Youth engagement and development; <ol style="list-style-type: none"> 1. National Camp/s and inter-squad activities 2. Squad activities; Web, newsletters, forums 3. Athlete management system resources/platform 4. Squad coaches; AJS + TTA coordinator 5. Youth talent ID expansion (delayed pending \$) 	11K	<ul style="list-style-type: none"> • MW 17-20 Access to social support across states • Interaction with accessible role models • opportunity for state based athletes getting accolades, acclaim for squad selection • State athlete access to resources • MW 20 encouraged to stay involved through pathway stages / goals / involvement
2	Quality Assurance (High Performance Administrator); <ol style="list-style-type: none"> 1. Selection: compliance, coordination, administration 2. Team management; budgeting, integrity issues, contracts, support to team managers 3. ASADA compliance, education 4. Ensuring good management and leadership, compliance to OA guidelines, 5. NOL forward planning 	14K	<ul style="list-style-type: none"> • States can rely on OA for athlete compliance / education • Assurance for ethical selection procedures • Assurance of professional national team management • State NOL teams access to key processes through NOL team manager
3	Coach Development / Infrastructure <ol style="list-style-type: none"> 1. Coach Accreditation Administration / data base 2. National Coach Development Officer Position 3. Syllabus and manual resources; level 1 4. Club coaching resources 5. Level 1 coaching courses state funding support 6. Development of secondary sporting schools program 7. National coach forum/level 2 coach courses (delayed pending \$) 8. Syllabus and manual resources Level 2, 3 (delayed pending \$) 	10K +	<ul style="list-style-type: none"> • Coach insurance • Coach vetting • Support with coach education process and expediting coach accreditation • Linking and sharing of coach groups • Standards for safe coaching • Coach ethics, standards and education • Valuing of coach education • Coach accreditation for access to schools and meeting school

			accreditation expectations
4	Funding E1 (breakthrough and reward principle) <ol style="list-style-type: none"> 1. WOC 2. High Performance Squad funds 3. Elite HPS (support to the top level) 4. Direct Athlete support (abolished 2015) 	38K	<ul style="list-style-type: none"> • States have to make little organizational contribution • Central overview and organization • Can apply equity principles nationally
5	Pathway coordination; <ol style="list-style-type: none"> 1. Basic Head Coach Role - restricted to OA HP Activities with states doing pathway coordination and linking programs 2. Head Coach role expanded to coordinate pathway (Note; head coach on one-year contract pending 2018 funding arrangements) 3. Head coach role includes state coach support / guidance and interaction with (Note; Head Coach on one year contract pending 2018 funding arrangements) 	25K	<ul style="list-style-type: none"> • State coaching coordinators can liaise with national head coach • Head coach can coordinate the pathway and seek connectivity between states and national programs • Head coach can provide support to state coaches
6	NOL competition structure	\$200	<ul style="list-style-type: none"> • State are provided with a competition structure for state based squads
7	2 nd tier programs T3, <ol style="list-style-type: none"> 1. Bushrangers AUS-NZ test-matches 2. Biannual World University Orienteering camps 3. JWOC team positions 1,2,3 (\$8k) 4. National development squad funding 5. Funding involvement in European relays champs (abolished pending \$) 6. World Cups, (abolished pending \$) 	14.5K	<ul style="list-style-type: none"> • These activities provide key pathway stepping stones for state based athletes • The developing junior test-match structure in particular provides involvement opportunities for younger junior state based athletes not at the JWOC level
8	T1 Talent ID <ol style="list-style-type: none"> 1. Schools team, SSA National Secretary 2. Junior Bushrangers 3. Oceania junior support, 4. JWOC team positions 4,5,6 (\$8K) 5. JWOC second team official 	10.5K	<ul style="list-style-type: none"> • All of these activities are key linking programs to state programs and provide significant support to state athlete pathways • There is significant scope to strengthen the talent ID process
9	Funding Mastery <ol style="list-style-type: none"> 1. NIL capacity (is this ideal?) 		<ul style="list-style-type: none"> • Mastery athlete, when we have them, are key ambassadors for the sport as a whole through media exposure.
10	Funding state NOL teams <ol style="list-style-type: none"> 1. Nil capacity abolished 		

The budget situation compels us to look at funding priorities and to examine if all elements of the program need to be maintained at the current level, but as shown above the greatest strength of the program has been its design and balance of effort across the whole development pathway so that there is an integrated program that delivers a healthy vibrant top end to the sport. To remove any element of the program could have unintended consequences on other elements which in the table might be given a higher priority. E.g. halving the size of the JWOC team would have consequences for the transition of athletes to senior elite and the motivation for developing juniors to keep improving at the MW20 stage.

It is our view that maintaining the current pathway activities is sensible, responsible and appropriate for the benefit of the sport provided there is the capacity and willingness for states to contribute to the pathway activities. OA is reluctant to have to diminish funding lower than current levels which would impact negatively on the current pathway support.

4.0 How Did We Get to This Position? - A Brief Timeline Overview of Change and Adjustment

Date	Funding Shift Timeline	Adjustments and Reactions
2011	ASC provides OA with 86K for High Performance Programs / 100K participation	OA HP strategic thinking has a focus on Elite High Performance KPIs
2012	<p>ASC provides OA with 86K for High Performance Programs / 100K participation.</p> <p>ASC introduces HP funding transition under the new ASC 'Wining Edge Strategy' targeted specifically medals at World Championships or Olympic level.</p> <p>December 2012, ASC invites HP Wining Edge Funding Submissions.</p>	<p>OA HP strategic thinking has a focus on Elite High Performance KPIs.</p> <p>OA hopeful of continued HP funding under ASC 'Winning Edge' principles.</p> <p>OA applies for ASC 'Winning Edge' funding for 2013.</p>
2013	<p>OA informed of being unsuccessful in HP 'Winning Edge' funding deemed outside of Wining Edge criteria.</p> <p>ASC abolishes OA High Performance Funding and moves to Whole of Sport funding, FTEM and a focus on developing a Whole of Sport developmental athlete pathway plan.</p> <p>ASC provides OA with 86K for 'Whole of Sport' Funding as a 'rebadging of HP funding' ASC providing positive indications this will continue.</p>	<p>Negotiations with ASC about what HP costs can transfer to proposed WoS</p> <p>OA tries to maximize transfer of HP funding to WoS to minimize additional levies in 2014.</p> <p>September 2013, OA Complete ASC Health-check FTEM intro/evaluation</p> <p>WOS funding and FTEM introduced at OA National Conference through; FTEM Athlete Pathway, and HP Strategic Plan.</p>
2014	<p>ASC provides OA with 86K Whole of Sport funding / 100K participation.</p> <p>ASC gives signs that WoS funding is transition.</p> <p>Sporting Schools Introduction Planned</p>	A range of more prudent cautious HP budget spending i.e. WOC, JWOC, MTBO, World Cups
2015	<p>ASC provides OA with 86K Whole of Sport funding / 100K participation.</p> <p>ASC Sporting Schools Introduced</p> <p>Early 2015, OA Informed that WoS funding will be abolished and replaced by 200k Participation</p>	<p>David Jaffe makes significant JWOC Sponsorship pitch to 12 major financial companies with no success.</p> <p>Board workshop day to make budget reforms in HP costs and revenue for transition to new funding basis. Various HP costs reduced, revenue raised goals, plan for short term draw down on reserves as transition arrangement</p>
Mid 2015	<p>ASC Abolishes OA WoS funding (which was still largely used for HP purposes)</p> <p>OA conference</p>	OA negotiates to use the Participation grant monies for a 6-month transition period to cover HP (so claimed \$43K against HP items) - the ASC accepted this (but not in writing).
2016	<p>All ASC funding 200K participation based</p> <p>From 1 Jan 2016 we entered the new world. No ASC HP funding</p> <p>Easter OA AGM, Funding Situation Discussion</p>	The first year that we have had to rely on reserves to fund part of the HP program

5.0 Current Reduced HP Funding Arrangements:

5.1 These reduced funding arrangements were Implemented 2014 because of indications from ASC of retracting budget position and transition from ASC HP funding to WOS funding:

- (a) reallocating a limited amount of Whole of Sport funding to Participation funding where a Participation outcome can be argued,
- (b) cutting existing HP expenditure and other expenditure and
- (c) increasing revenue for the HP program.

Action taken:

- Abolish dispersal of JWOC and WOC underspends as a travel subsidy to all team members.
- Tighter budget control around JWOC and WOC and identification of key costs; car hire and accommodation
- More athlete contributions to costs of Australian Training Camps; all Australian training camps to use self-catering for decreased funding and team building/athlete capacity building reasons.
- Fundraising through Sprint Canberra to subsidise AIS Sprint training camp \$5K (only catered camp in program)
- Athletes to pay for meals at WOC JWOC.
- Maximise and rollover potential underspends to support activities where appropriate without eroding activities.

5.2 Implemented mid 2015 when ASC Abolished Whole of Sport Funding (in addition to above)

- No Direct Athlete Support (DAS) which was potentially 10% of WOC budget dependent on performance. Therefore a 10% permanent reduction in WOC budget. Note this is in light of WOC budget being fixed for at least 10 years. In real terms this is a decreasing budget that has at times also been decreased by exchange rates. Additionally, over this time, IOF JWOC/WOC accreditation costs have been an increasing as proportion of the WOC/JWOC and MTBO budgets.
- Choice of self-catering at WOC when an option (note WOC Finland was mandated all included food package)
- Less time at training camps before WOC to save on costs.
- Avoiding excessive training map costs.
- Athletes pay for meals WOC JWOC
- No World Cup funding beyond entry fees
- More athlete contribution as a proportion of Australian training camps to create underspends.
- No NOL payments to states for state athlete support. \$5K
- Introduction of WUOC conducted almost on coach and manager volunteer basis and Head Coach budget. \$3K
- Sprint Canberra funds raised used to subsidise AIS training camp. 5K
- More coach contributions for accommodation and food at training camps. 1K
- Athletes pay for own IOF athlete licence.
- World ranking event fees for AUS WREs (paid to IOF) collected as an elite NOL levy at NOL events. \$2.4K
- Reduce the MTBOWOC/MTBOJWOC budget from \$18,000 to \$10,000 in line with recent actual costs and to remove the DAS component. \$8K
- Maximise and rollover potential underspends to support activities where appropriate without eroding activities

More funding Cutbacks / Major Contraction of The HP program - or a New Athlete Pathway Beginning?

This situation we find ourselves in highlights how reliant we have been on ASC funding for our elite programs and the insular ethos this has created across our systems. There is now potential to develop a sustainable structure across the sport where all sport stakeholders have ownership, engagement and involvement in supporting and developing a program as a whole - with different tiers of the sport having a sense of involvement and ownership in a shared vision for how to develop the athlete pathway by identifying gaps in our programs and developing linking programs for the benefit of the sport as a whole.

While the transition in ASC funding has been challenging, the requirement of clear articulation an athlete pathway highlights the interdependence of our systems in creating developmental pathway activities and structures to work across systems. The principles of Whole of Sport, the FTEM principles, and working together across systems seems very valid for the development of our sport as a whole. The funding proposal supports this approach by preserving current activities.

When the ASC provided significant funding for HP, there was little incentive for us to work across our systems to strengthen linking programs. Becoming more self-reliant as a sport in funding our developmental activities can provide more awareness and processes to strengthen our interdependence for the benefit of athletes, youth and our sport as a whole.

This does require an ethos shift from the way we have worked in the past. The interdependence of our activities across clubs, states, and national programs challenges the mindset of working and resourcing and financing activities in isolation and resourcing and financing opportunities (and structures) to work across systems.

In this process I believe we should be including some visioning about how we can leverage structures, interactions and processes to work across systems; club, school, state and national.

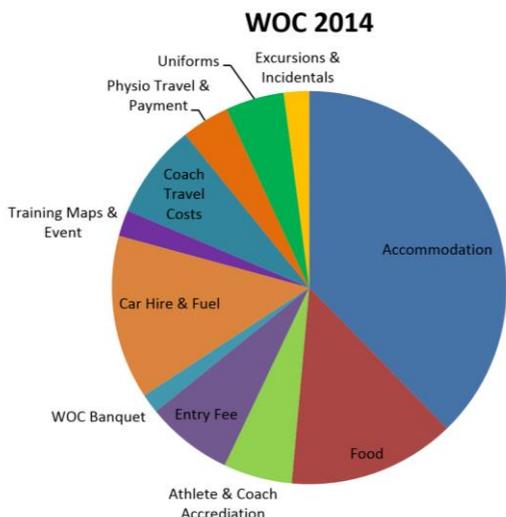
Some Questions?

1. What do the states and clubs have as their vision for athlete development both strategically and operationally and how does the funding align with this (other than a tokenistic reward for selection)?
2. Where is the 'line of sight' up and down the pathway so there is alignment and can this be achieved with less national coordination and fewer national pathway activities and more state activities?
3. Can the 'light house approach' be used by states along the pathway to coalesce key critical initiatives to develop the athlete pathway (and athlete drivers). Is this equitable? Can states do this?
4. How would states react if JWOC was not funded and athletes were asked to approach clubs and states to fund their JWOC expenses? Is the best way to coordinate funding equitably?
5. Should states or clubs be asked to resource WOC individuals?
6. Given the cash reserves cumulative sitting in clubs and some states, how can these be used through a transition process?
7. Is there a base load of pathway activities that should be covered collaboratively and some that can be assigned on the basis of potential revenue raised through fundraising?

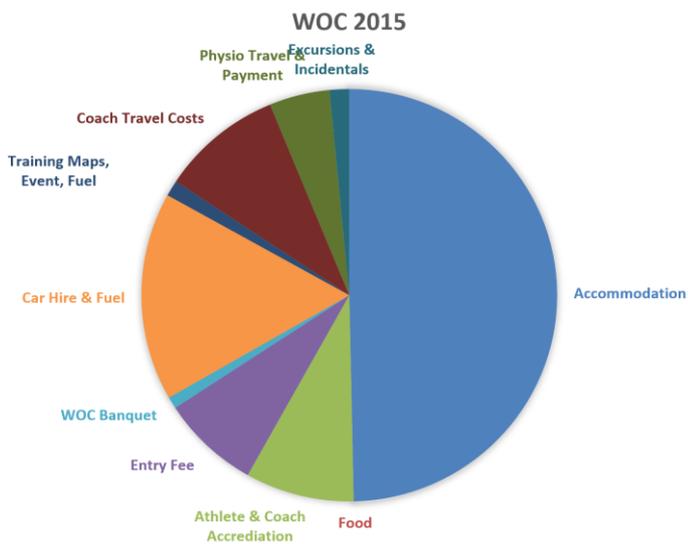
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers
Ewan	Barnett	17	AJDS	ACT				x	x		
Ciaran	Lane	19	AJDS	ACT				x			
Tara	Melhuish	17	AJDS	ACT			x	x	x		x
Stephen	Melhuish	19	AJDS	ACT				x	x		x
Oliver	Mill	19	AJDS	ACT				x	x		
Lachlan	Dow	25	HPS	ACT		x					
Matt	Doyle	20	HPS	ACT			x	x	x		
Ian	Lawford	23	HPS	ACT	x						x
Jo	Allison	40	HPS	ACT	x						x
Mark	Gregson	38	nds	ACT				x			
Belinda	Lawford	24	NDS	ACT		x					x
Andrew	Barnett	23	NDS	ACT		x		x	x		x
Patrick	Miller	16	TTA	ACT							
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers
Aidan	Dawson	20	AJDS	NSW				x	x	x	
Daniel	Hill	19	AJDS	NSW				x			
Georgia	Jones	18	AJDS	NSW							x
Toby	Wilson	19	AJDS	NSW				x	x	x	x
Julian	Dent	31	EHPS	NSW	x			x			
Felicity	Brown	32	HPS	NSW							
Nicola	Blatchford	21	NDS	NSW				x	x	x	
Michele	Dawson	22	NDS	NSW				x	x	x	
Alastair	George	16	TTA	NSW							
Duncan	Currie	16	TTA	NSW				x	x		
Mikaela	Ronnback	16	TTA	NSW							
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers
Simeon	Burrill	18	AJDS	QLD			x	x	x	x	x
Riley	de Jong	18	AJDS	QLD				x			
Jack	Neumann	19	AJDS	QLD					x		x
Winnie	Oakhill	18	AJDS	QLD			x		x		
Caroline	Pigerre	17	AJDS	QLD				x	x		
Rachel	Effenev	28	HPS	QLD				x			
Krystal	Neumann	25	HPS	QLD	x	x					
Anna	Sheldon	35	HPS	QLD				x		x	
Katelyn	Effenev	25	NDS	QLD				x			
Heather	Muir	23	NDS	QLD		x					
James	Sheldon	28	NDS	QLD							
Zazi	Brennan	16	TTA	QLD							
Josh	Morrison	16	TTA	QLD							
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers
Simon	Uppill	29	EHPS	SA	x			x			x
Bridget	Anderson	27	HPS	SA				x			x
Vanessa	Round	29	HPS	SA	x						
Melanie	Fuller	21	NDS	SA							

Olivia	Sprod	21	NDS	SA					x			
Angus	Haines	16	TTA	SA					x			
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers	
Rachel	Allen	17	AJDS	TAS					x			
Jarraah	Day	19	AJDS	TAS			x	x	x			x
Joseph	Dickinson	17	AJDS	TAS					x			x
Anna	Dowling	20	AJDS	TAS			x	x	x			x
Zoë	Dowling	18	AJDS	TAS			x	x	x			x
Ella	Johnson	19	AJDS	TAS				x	x	x		
Ashley	Nankervis	19	AJDS	TAS				x	x			x
Sebastian	O'Halloran	17	AJDS	TAS				x	x	x		
Jake	West	18	AJDS	TAS					x			
Luke	West	17	AJDS	TAS					x			
Hanny	Allston	29	EHPS	TAS				x				
Brodie	Nankervis	22	HPS	TAS						x		x
Nicola	Marshall	21	NDS	TAS					x			
Jed	Fleming	16	TTA	TAS				x				
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers	
Rosie	Dalheim	19	AJDS	VIC				x	x	x		
Max	Dalheim	17	AJDS	VIC				x	x			
Patrick	Jaffe	18	AJDS	VIC			x	x	x			x
Aston	Key	16	AJDS	VIC			x	x		x		
Leisha	Maggs	19	AJDS	VIC								
Asha	Steer	18	AJDS	VIC			x	x	x	x		x
Lanita	Steer	20	AJDS	VIC			x	x	x	x		x
Bryan	Keely	28	HPS	VIC								
Leon	Keely	25	HPS	VIC	x			x		x		
Laurina	Neumann	27	HPS	VIC								
Jasmine	Neve	30	HPS	VIC								
Aislinn	Prendergast	26	HPS	VIC						x		
Tash	Kay	45	HPS	VIC	x					x		x
Clare	Brownridge	29	NDS	VIC				x				
Mary	Fleming	23	NDS	VIC								
Matthew	Schepisi	33	NDS	VIC								
Glenn	james	16	TTA	VIC								
Louis	Cameron	16	TTA	VIC								
Jimmy	Cameron	16	TTA	VIC								
Todd	Neeve	23	NDS	VIC							x	
					WOC	WUOC	JWOC	AIS TC	Easter TC	Bushrangers	Bushrangers	
Joanna	Maynard	17	AJDS	WA				x		x		x
Henry	McNulty	20	HPS	WA	x	x	x	x	x			
Oscar	McNulty	22	HPS	WA				x				
Nicholas	Collins	20	AJDS									
William	Kennedy	19	AJDS									

WOC Expenditure Overview
WOC Expenses
2014 Italy \$38 000



2015 Scotland \$37 000



2016 Sweden \$38 000

