



FEI™

ENDURANCE

**ENDURANCE STRATEGIC PLANNING GROUP
(ESPG):**

41 RECOMMENDATIONS FOLLOW-UP

JULY 2018

INTRODUCTION

The Endurance Strategic Planning Group (ESPG) was set up following a round table session at FEI Headquarters in Lausanne (SUI) on 24 July 2013.

The round table delegates gave their unanimous support for a recommendation to be made to the FEI Bureau for an FEI strategy to be mapped out for Endurance.

Delegates included representatives from Switzerland, the United Arab Emirates, the European Equestrian Federation, the FEI Endurance Technical Committee and FEI Headquarters, who agreed that, globally, all efforts must be made to reduce the numbers of horses testing positive for prohibited substances and suffering injuries.

Once the ESGP had been recruited, and the FEI Bureau had approved its Terms of Reference, it started work on 10 September 2013.

At the FEI General Assembly in Montreux (SUI) on 6 November 2013 (see press release [here](#)), the ESGP presented a total of 41 recommendations as part of a Strategic Plan for Endurance for the next decade.

All National Federations (NFs) were then consulted, with the consultation period closing on 21 January 2014. A total of 20 NFs were represented amongst the 70 delegates who then attended the Endurance Conference in Lausanne (SUI) on 9 February 2014.

The FEI Endurance Technical Committee and the FEI Endurance department have since regularly feed back to the Endurance and global equestrian community, and are now pleased to share the work that has been done to meet each of the ESGP's 41 recommendations.

These recommendations are based on values that are central to Endurance and global equestrian sport, and as such the FEI Endurance department, FEI Endurance Technical Committee and the global Endurance community is committed to continue this focus on meeting these recommendations.

Brian Sheahan, Chairman, FEI Endurance Committee



Manuel Bandeira de Mello, FEI Endurance Director



Rec No.	Annex 12 - ESG's Final Recommendations
The Development of Endurance (1)	
1	<p><u>Vision:</u> To ensure:</p> <ul style="list-style-type: none"> - Endurance athletes compete, complete & win fairly whilst maintaining high standards of horsemanship. - The sustained development of the sport globally, operating within the FEI Code of Conduct for the Welfare of Horses. <p>The FEI Endurance Technical Committee (ETC) and the FEI Endurance department follow this Vision.</p>
2	<p><u>Values:</u> Clean Sport, Horsemanship & Welfare, Sporting Integrity, Partnership</p> <p>The ETC and the FEI Endurance department follow these same Values.</p>
3	<p><u>Critical Success Factors:</u> Foundation for Growth, Culture & Behaviour, Structure & Governance, Communications & Marketing</p> <p>The ETC and the FEI Endurance department closely monitor each of these matters continually and work with wider FEI departments to reach high standards in each of these areas.</p>
4	<p>Commit to a 5-year rolling strategy</p> <p>The ETC and the FEI Endurance department are fully committed to the 5-year strategy and to fulfil the recommendations.</p>
5	<p>Commit to annual operational plans linked directly to the strategy</p> <p>The ETC has prepared a Strategic Plan to ensure that all work being undertaken is linked directly to the ESG's 41 recommendations. The Strategic Plan was presented at the FEI Endurance Conference held in Dubai in April 2018 - see: https://inside.fei.org/system/files/Session%204-Endurance%20Strategic%20Plan%20Final%20v2.pdf.</p>

<p>6</p>	<p>Potential growth defined by region for next 5 years</p> <p>The FEI Endurance department is now in a situation to evaluate growth by each region, and this will enable plans for regional growth. The FEI Endurance 2017 Annual Report contains information on how the ETC and FEI Endurance department are responding to this recommendation (see KPIs section): https://inside.fei.org/sites/default/files/FEI_Endurance_Report_2017_for%20internet%20publication_Final_0.pdf.</p>
<p>7</p>	<p>Consider what infrastructure is needed to support the sport fully, to cover Organising Committees (OCs) and personnel</p> <p>The Organisers' Guide, which is currently being created, will reflect the needs of OCs in a clear way. This Guide will also allow the FEI to monitor the specific needs of OCs running competitions at all levels.</p>
<p>8</p>	<p>Ensure the infrastructure is in place to match the sport's needs</p> <p>The FEI Endurance department follows up every event with a comprehensive report, and on the back of this process many improvements have already been made with OCs. As explained in Point 7 above, further said above improvements are expected once the Organisers' Guide is made available to OCs.</p>
<p>15</p>	<p>NFs and FEI to provide leadership and driving culture change in anti-doping and welfare</p> <p>The FEI has shared extensive FEI Clean Sport and horse welfare information with NFs, athletes and wider stakeholders. The FEI has also underlined that this is a team effort, which must also be driven by the global Endurance community: every member of the global Endurance community has a very important role to play.</p>
<p>29</p>	<p>Key Performance Indicators (KPIs) for the robust measurement of progress, risk register and monitoring system to be put in place to ensure the strategic and operational plans are reviewed for progress by the FEI Endurance Technical Committee quarterly and the FEI Bureau twice a year</p> <p>KPIs are in place, are reviewed quarterly by the ETC, and by the FEI Bureau twice a year.</p> <p>The FEI Endurance Annual Report also contains a review of the KPIs, and has been published online since 2015 - see all Annual Reports here: https://inside.fei.org/fei/disc/endurance/report-stats.</p>

39

To review and re-word appropriately, Endurance Rule 800.1 if deemed necessary

The ETC's review of Endurance Rule 800.1 is now reflected in the 2019 Endurance Rules (see red text changes):

*"Endurance Riding is a Competition to test the Athlete's ability to safely manage the stamina and fitness of the Horse over an endurance course in a Competition against the track, the distance, the climate, the terrain and the clock **without compromising the welfare of the horse.**"*

Welfare of the Horse (2)	
9	<p>A Research and Injuries Surveillance System (ISS) programme is required to provide accurate data</p> <p>The Global Endurance Injury Study (GEIS) has been underway since 2014. The FEI extended this successful global equine injuries research partnership with the University of Glasgow in November 2017 - see press release: https://inside.fei.org/news/fei-extends-global-equine-injuries-research-agreement-glasgow-university-further-two-years.</p>
10	<p>Increased levels of anti-doping testing continues and is targeted</p> <p>The FEI's Global Equine Anti-Doping and Controlled Medication Programme (EADCMP) has been run on a global scale under a new harmonised system since 1 January 2016.</p> <p>Increased testing is being carried out at FEI events on a worldwide scale.</p> <p>Testing takes place throughout all levels of FEI disciplines in a harmonised way, the number of horses tested is evenly distributed across all levels of FEI events, and horses can be tested at any FEI event and at any time (e.g. targeted as well as random testing).</p>
11	<p>An injury reporting programme is required</p> <p>The latest GEIS statistics were reported at the FEI Endurance Forum 2017 (https://inside.fei.org/fei/disc/endurance-forum-2017) & FEI Endurance Conference in 2018 (https://inside.fei.org/system/files/Session%203_Endurance_conference_slides%20Bennet%20and%20Parkin.pdf).</p>
18	<p>Selective, intelligence-based, out-of-competition testing takes place as soon as the technology and processes allow</p> <p>The FEI Veterinary and Legal departments are working to implement this globally: countries have different laws applying to out-of-competition testing and these are being taken into account as part of this implementation.</p>

Welfare of the Horse (2)**27****Extend recovery periods for horses**

This recommendation was applied in the 2014 FEI Endurance Rules. The ETC has now increased recovery periods to 7 days based on the GEIS, and this will come into effect in the FEI Endurance Rules from 1 January 2019 (Article 815.3.1).

Horsemanship and Education (3)	
13	<p>Develop and implement leadership programmes for NFs and officials of the sport</p> <p>A new Endurance Education System has been approved by the ETC and NFs, and will be implemented in 2019.</p> <p>Job descriptions and the education syllabus have been created for all roles and levels, and new course material is being produced.</p> <p>A Foundation Course, which will be the new Level 1 (implementation January 2019) and a Level 2 Course (implemented in July 2018) have been created. These Courses will be conducted on-line via FEI Campus, the FEI's free, e-learning gateway: https://campus.fei.org.</p>
14	<p>Enhance and implement full educational programmes, including on-line, for athletes, trainers and officials</p> <p>The new Endurance Education System will include on-line courses for Officials, Trainers and Athletes - this will become available through FEI Campus (see recommendation 13 above).</p> <p>A horsemanship course is also now available on FEI Campus.</p> <p>Courses for athletes have already been held in the Middle East and Asia.</p>
22	<p>Plans developed for Officials' (including Veterinarians) induction programmes on appointment, annual appraisals, examination before promotion & rotation. Defined remuneration levels are required</p> <p>The new Endurance Education System will include a totally new structure regarding promotion and assessment of Officials.</p>
25	<p>Ride qualification standards to be monitored and closely linked to increased levels of horsemanship</p> <p>The FEI Endurance and FEI Solidarity departments are working closely together on this recommendation. A pilot course has already taken place, and is now being refined before being circulated to NFs.</p>

Horsemanship and Education (3)	
26	<p>Rules adjusted to ensure only “competent” riders may compete at each level of competition</p> <p>A risk assessment has been conducted by EquiRatings with the results shared at the 2017 FEI Endurance Forum - see: https://inside.fei.org/sites/default/files/FEI%20EF%202017-Presentation-03-equiratings.protected.pdf</p> <p>The ETC and FEI Endurance department are assessing ways of implementing this useful information provided by the study on human and equine athletes.</p> <p>In the meantime, the UAE NF, in cooperation with the FEI, took on board the study and has applied it - see report here, which was presented at the 2018 FEI Endurance Conference: https://inside.fei.org/system/files/Session%202-EquiRatings%20FEI%20Endurance%20%28EEF%29%207%20April.pdf.</p>
38	<p>To introduce a Coaching Development Programme designed specifically for Endurance</p> <p>The FEI Endurance Coaching System introduced its first pilot course in March 2016.</p> <p>This is now fully implemented and is reported on in the 2017 FEI Endurance Annual Report (see page 34), here: https://inside.fei.org/sites/default/files/FEI_Endurance_Report_2017_for%20internet%20publication_Final_0.pdf</p>

Rules (4)	
12	<p>Codes of Conduct covering the responsibilities of riders, trainers, officials, OCs, the technical committee and FEI staff to be designed specifically for Endurance and published on the FEI website</p> <p>The Codex for Athletes and Trainers, and Codex and Per Diem system for Endurance Officials, were introduced into the FEI Endurance Rules in 2014.</p> <p>The Protocol for OCs was also introduced in December 2016 into the FEI Endurance Schedules, duly signed by the NF and the OC for each event in the FEI calendar.</p> <p>All these documents are available and published on the FEI website (https://inside.fei.org/) in the relevant Rules and Schedules templates.</p>
16	<p>Independent Governance Advisors (IGAs) to be appointed</p> <p>The IGAs have been appointed, as per the FEI Endurance Rules, by the ETC - this has been in place since 2015.</p> <p>The annual activity of the IGAs has been reported in the FEI Endurance Annual Reports since 2015 - see: https://inside.fei.org/fei/disc/endurance/report-stats.</p>
17	<p>Trainers:</p> <ul style="list-style-type: none"> • To be registered formally with the FEI in the same way as riders This is in place and is done via the FEI Entry System along with the registration of Endurance horses. • Ranking list arrangements to be established This was rejected by NFs at the 2014 FEI Sports Forum. • Become “persons responsible” with their riders leaving Ground Juries and/or the FEI Tribunal to determine the proportional split of responsibility between the rider and trainer on a case by case basis This is referenced in the FEI General Regulations, Art. 118.3. • Obligated to maintain medication and treatment diaries for all horses in their yards Due to the challenges of being able to check and confirm these details - because stables are not registered entities and sometimes have very limited access due to being on private property - this is not currently in the Codex. • To be subjected to out of competition testing where and when leaders of the anti-doping policy implementation teams consider it necessary The possibility for the FEI to apply this recommendation is legally limited. The FEI Veterinary and Legal departments are trying to find ways to be able to apply out-of-competition testing (see directly above also regarding access to private properties).

Rules (4)	
19	<p>Disciplinary procedures, penalties for athletes, trainers & officials reviewed; recommendations for change prepared for FEI Bureau consideration - penalties should be severe</p> <p>The procedures and penalties have always been constantly reviewed by the ETC and FEI Endurance department. Since the ESG made its 41 recommendations, this process has continued. Rule revision recommendations are made to NFs prior to the FEI General Assembly, following which revised rules voted on positively are implemented from the 1st January. Rules relating to disciplinary procedures and penalties have been made each year since the ESG made its 41 recommendations.</p>
28	<p>Governance structure for officials reviewed annually</p> <p>This is included in the new Endurance Education System to be implemented in 2019.</p>
30	<p>All rules reviewed thoroughly to ensure they match the demands imposed by the strategic and operational plans</p> <p>The rules are constantly reviewed by the ETC and FEI Endurance department and revised annually following voting by NFs at the FEI General Assembly (see recommendation 19, above).</p>

In Competition Action (5)	
20	<p>FEI Executives stop officiating for OCs</p> <p>This has stopped completely.</p>
21	<p>Course designers charged with making courses more technical</p> <p>This is reflected in the FEI Endurance Rules, Article 801. Course Designers have to liaise with OCs to find ways to comply with this recommendation. The extent to which it is possible to make courses more technical is venue specific - some venues are arid and sandy, some are wet and rocky, etc.</p>
23	<p>Officials tasked with ensuring they enforce all rules vigorously</p> <p>The FEI Endurance department has a regular dialogue with Officials on rule enforcement.</p> <p>See examples of letters sent to Officials here:</p> <p>https://inside.fei.org/system/files/Chair%20Letter%20to%20Official%20November%202015.pdf</p> <p>https://inside.fei.org/system/files/Endurance%20Officials-Abuse%20of%20Horse%20%26%20Incorect%20Behaviour.pdf</p> <p>https://inside.fei.org/system/files/Letter%20-%20Endurance%20Yellow%20Warning%20Card.pdf</p>
24	<p>Field of play access severely limited</p> <p>This is constantly monitored by the FEI Endurance Department and the ETC.</p>

41	<p>To research and introduce robust technological resources wherever possible to assist ground juries in supervising the field of play and stable areas</p> <p>The FEI Endurance Department regularly uses FEI Equestrian Community Integrity Unit (ECIU) CCTV to monitor stables, rest areas and cooling areas.</p> <p>Many OCs now also have the technology that allows them to follow each ride and monitor the course.</p>
-----------	---

Finance and Sponsorship (6)	
36	<p>Trainers' ranking lists to be introduced</p> <p>This was rejected by NFs at the 2014 FEI Sports Forum.</p>
40	<p>The FEI seeks to generate Endurance sponsorship centrally for ride organisers and to offset the costs of the ESPG's recommendations</p> <p>An Endurance Organisers' Guide is in the process of being created.</p> <p>In order to comply with ESPG recommendation 40, it is crucial that Organisers have an official guide to work with and to have proper knowledge of what challenges they are facing in organising an Endurance event or Championship.</p> <p>The FEI Communication and Commercial departments are driving a positive campaign for Endurance, including multiple features on the fan site FEI.org (https://www.fei.org/disciplines/endurance), a discipline-specific Facebook page (https://www.facebook.com/FEIEndurance) and articles in selected industry magazines targeting potential new sponsors for the discipline (https://www.sportbusiness.com/sportbusiness-international/endurance-ultimate-challenge).</p>

Marketing and Communications (7)	
31	<p>Trainers' ranking lists to be introduced</p> <p>This was rejected by NFs at the 2014 FEI Sports Forum.</p>
32	<p>Ranking list/award mechanism for "completions" for trainers and teams to be introduced</p> <p>The Endurance Ranking has been revised and refers to top Athletes (Annex 4 FEI Endurance Rules) and since 2016 this is in place with prize money for Senior and Young Riders, rewarding the Athletes that have no EADCMR violation, no Penalty Points and no Yellow Warning Card during the calendar year.</p>
33	<p>Place the "Plan on a Page" and the "Strategy Dashboard" on the FEI website providing an opportunity for all to follow the progress of the strategy's implementation</p> <p>The FEI Endurance department is providing extensive information relating to the strategy and meeting the 41 ESPG recommendations on the FEI website here: https://inside.fei.org/fei/disc/endurance. The Plan on a Page is here: https://inside.fei.org/system/files/Pt.2.1_ESPG_Plan_on_a_Page_0.pdf.</p>
34	<p>Explain internally and externally our determination to improve performance; develop and implement</p> <p>Forums have taken place in FEI Group VIII and V in 2014 and 2015.</p> <p>The FEI Endurance Forum was held in 2017: https://inside.fei.org/fei/disc/endurance-forum-2017.</p> <p>The FEI Endurance Conference was held in 2018: https://inside.fei.org/fei/disc/endurance/conference-2018.</p>
35	<p>Introduce an awards programme for officials</p> <p>Rejected by NFs at the 2014 FEI Sports Forum.</p>

Marketing and Communications (7)	
37	<p>Endurance Technical Committee to publish progress reports after each meeting to include details of where plans are changed and why, making all relevant papers available on-line</p> <p>The Endurance Updates section was created in 2015 on the FEI website, with regular information since published: https://inside.fei.org/department_updates/202.</p> <p>Reports are also published annually here: https://inside.fei.org/fei/disc/endurance/report-stats.</p>