

STRATEGIC GOALS

Collective Endurance Compass

KPIs

Culture and Behaviour

- Issue FEI Code of Conduct and policies relating to all roles within the sport
- Develop an ethical leadership programme, acknowledging regional difference
- Develop and implement an education and coaching programme, including guidelines and support for athletes, trainers, grooms, officials, owners and vets to ensure the highest standards of sporting integrity (sportsmanship) and horse welfare are developed and maintained
- Fund, develop and implement a research programmes to support clean sport, covering endurance equine training and welfare

Structure & Governance

- Research, develop and maintain athlete/trainer registration and ranking lists
- Develop and maintain a governance structure for officials including:
 - the appointment of independent governance advisors
 - induction; regular reviews; examination; rotation and remuneration
- Review existing, develop where appropriate and properly enforce the Endurance rules to include (but not be exclusive to) ride qualification standards; course design; field of play; event management and officiating; disciplinary procedures for athletes, trainers and officials and recovery periods for horses.
- Develop and maintain a risk register

Foundation & Growth

- Define the scope of the sport (rule 800.1), develop & implement strategic and operational plans
- Define anticipated growth & develop sustainable growth plan by region including finance/sponsorship
- Ensure the infrastructure & personnel are in place to support our growth targets.

Communication and Marketing

- Develop & implement a marketing & communications plan for internal and external audiences
- Internal campaign within the sport covering:
 - Ethical leadership
 - Education programme for all roles including Code of Conduct, registration, rankings and governance structure
 - External 'hearts and minds' campaign, promoting the benefits of following, volunteering and competing in endurance
 - Develop awards programme to promote horses, athlete "completions", trainers and officials.

CRITICAL SUCCESS FACTORS

Culture & Behaviour

Regulate, educate & provide support to ensure the highest standards of sporting integrity, horsemanship and horse welfare are developed and maintained

Structure & Governance

Ensure the appropriate structures and governance are in place to support long term, sustained development of the sport

Foundation for Growth

- Support sustained growth in all regions in appropriate and effective ways
- Ensure the needs of equine and human athletes are met

Communications & Marketing

Promote clean sport, horsemanship and horse welfare at every opportunity, to ensure confidence is restored and maintained in our sport globally

VALUES

Clean sport

I will work with NF's, athletes, trainers, officials and organisers to ensure we adhere to and promote the highest clean sport standards.

Horsemanship & Welfare

I will adhere to and promote the highest standards of horsemanship and equine welfare, ensuring we meet the FEI's Code of Conduct for Welfare of Horses.

Sporting integrity

I will show respect for all competitors and their support teams through fair-play and sportsmanship, encouraging others to do the same.

Partnership

I will work in collaboration with the FEI, NFs, athletes, trainers, officials and organisers to achieve the best outcomes for endurance globally.



VISION

To ensure Endurance athletes *compete, complete and win fairly* whilst maintaining high standards of horsemanship. To ensure the sustained *development of the sport globally, operating within the FEI Code of Conduct for the Welfare of Horses.*

VISION



- Web guidelines/Code of Conduct issued by xx (date)
- Demonstrable ethical leadership role -modelled by 5 NFs in year 1 & 10 in year 2
- xx people trained (e.g. riders, trainers, officials)
- Research programme in place by xx (date) including ISS, dope testing and injury reporting targets, reviewed by xx (date and group)

- Registration/ranking lists agreed & published by xx (group/date)
- Governance structure & advisors agreed and issued by xx (group/date)
- Endurance rules agreed and issued by xx (group/date) and enforced from x date
- Risk register signed off and implemented by (date/group)

- Strategic & operational plans for 2014-18 agreed/signed off by xx (group/date) and reviewed annually by (group)
- Sustainable growth plan agreed/signed off by xx (group/date)
- Infrastructure/personnel requirements agreed to support growth strategy by xx (group/date)
- \$ x sponsorship generated by the FEI through private sponsors by x date

- Mar/comms plan developed and signed off by xx (group/date)
- Internal & external campaigns agreed by xx (group/date) then implemented by xx (date)
- Awards programme agreed by xx (group/date) and implemented by xx