



**FEI™**

**ENDURANCE  
CONFERENCE**

7-8 April 2018

Dubai

**Proposed Endurance Strategic Plan**

# Endurance Riding Definition – Art. 800.1

*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.***

# Vision, Mission and Values

## Vision

- To ensure Endurance athletes compete, complete and win fairly while sustaining and developing the sport globally in a professionally administered way and operating within the FEI Code of Conduct for the Welfare of Horses.

## Mission

- To develop solutions to ensure horse welfare, a level playing field and the deployment of modern technology to achieve equality and integrity.

## Values

- Clean Sport, Welfare, Integrity and Partnership.

# ESPG Recommendations 2014

## Development

- Critical success factors
- Commit to a 5 year rolling strategy
- Annual Operations Plans
- Potential growth
- Infrastructure requirements
- NFs and FEI leadership
- Key Performance Indicators
- Review and re-word Endurance Riding Definition - Article 800.1

# ESPG Recommendations 2014

## Welfare of the horse

- Research and injury surveillance
- Increased testing
- Injury reporting
- Selective intelligence based out of competition testing
- Extend recovery periods

# ESPG Recommendations 2014

## Horsemanship and Education

- Develop and implement leadership programs at FEI and NF level
- Enhance and implement full educational programs
- Plan and develop full educational programs for officials
- Monitor ride qualifications standards
- Rules adjusted to ensure only competent riders compete
- Introduce coaching for development

# ESPG Recommendations 2014

## Develop Codes of Conduct

- Appoint Independence Governance advisors
- Trainers: registered with FEI Ranking list
- Recognised as Person Responsible
- Maintain medication control diary
- Discipline procedures: penalties for athletes and trainers
- Governance structure for officials reviewed annually
- All rules reviewed annually in line with the Strategic Plan

# ESPG Recommendations 2014

## In-Competition Action

- FEI Executives stop officiating
- Course Designers make courses more technical
- Officials to enforce vigorously
- Field of play access restricted
- Introduce robust technical recourses to assist Officials



# ESPG Recommendations

## Marketing And Communications

- Ranking awards list mechanism for completions by trainers
- Explain internally and externally our determination for improvement
- ECT to publish progress reports
- Introduce rewards programme for Officials

# SWOT Analysis

**Strengths**

**Weaknesses**

**Opportunities**

**Threats**

New SWOT Analysis in 2017  
compared with  
ESPG SWOT Analysis in 2013

# Strengths of the discipline

- Representation across the world (9 Groups)
- Passionate about the sport
- Strong views
- FEI infrastructure to collect and analyze evidence of compliance and non-compliance & trends
- National Federations have had an opportunity and have provided input into the Strategic Plan
- Sport participants and FEI Leadership have embraced the need for change
- Growing confidence that change will be accepted

# Weaknesses of the discipline

Credibility issues occur when :

- Rules and Code of Conduct not being respected
- Interpretation of rules and lack of enforcement encourage violations
- Horsemanship & education standards are low
- Current issues dominate the thinking
- The sport faces several challenges
- Inadequate resource to manage

# Opportunities for the discipline

- Define the future of the sport
- Determination to clean up the sport
- Moving in the right direction
- Plans for increasing participation
- Global growth potential
- Wide open spaces of Africa and Asia perfect settings for an economically viable expansion of the sport
- Adaptable to (new) nations wanting to compete in Equestrian sport internationally
- The implementation/enforcement of new/existing robust officiating standards, values and ethics
- Focus on execution of the first strategic plan for the sport to underpin its recovery and potential to thrive
- Sponsorship for development and promotion

# Threats to the discipline

- Open to further abuse
- Further compromise, especially for the horses
- Officials integrity
- Perceived lack of support in the court of public opinion
- Leadership loses self confidence and respect
- Break away governing body
- FEI not set up to regulate a “racing” sport if that develops outside the remit of Rule 800.1
- Declining credibility, support & participation for all equestrian sport
- Athlete participation - complexities in the sport

# Task Force Recommendations – Competition Format

1. An additional \*level be introduced: 4\*(5\*); A limited number of elite competitions to be organised each year open to 4\*(5\*) Athletes and horses.
2. Review the existing qualification criteria - FEI \*Rated competitions and Championships. To ensure that each event provides a true showcase of the discipline, the qualification for standard events: Championships, Junior/Young Rider and Senior should be designed to ensure the welfare of the horse and to guarantee the required experience of the athlete.
3. There should be a maximum quota for FEI Championships
4. Rule enforcement
5. Explore possible format changes
6. Promote Endurance ranking

# Task Force Recommendations (cont)

7. Future events should continue to enforce the existing rules with regard to strict enforcement of access and the strict application of all rules to ensure fair play, welfare of the horse and transparency.

8. Explore possible format changes for Endurance Championships. The present format is both costly and difficult for an OC for one day of competition. Extending the event over a number of days would provide better opportunities to showcase the event, with potential increases in income to the OC and also create more interest from the public.

9. Endurance Ranking





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**7 POINTS OF PROPOSED  
ENDURANCE STRATEGIC PLAN**

# Proposed Endurance Strategic Plan - 7 points

- 1) Development of Endurance
- 2) Welfare of the Horse
- 3) Horsemanship and Education
- 4) Rules
- 5) In-Competition Action
- 6) Finance and Sponsorship
- 7) Marketing and Communications

# 1. Development of Endurance

- Endurance needs to be sustainable
- Needs to promote and motivate a sport with a high level of sportsmanship and ethics
- Needs to promote sport based in a strong relationship between the horse, the trainer and the athletes;
- Needs a more supportive calendar to engage people providing motivation to keep their horses;
- Needs to create challenges and series to motivate people from different riding levels and different regions of the globe;

## 2. Welfare of the horse

- Non-negotiable horse welfare standard
  - Codes of practice
  - Welfare rules
  - Education
  - Sanctions
- To create debate and discussion to improve the welfare of the horse in Endurance - must be an ongoing process at all times;
- Continued scientific research a priority, we need to protect and ensure the welfare of the Endurance horse;
- Education for athletes and trainers needs to become a reality, with a proper education programme to develop knowledge of the Endurance rules and Clean Sport regulations will be reflected on the horse welfare;

# 3. Horsemanship and Education

- Highest standard of education
  - A new education for FEI Endurance Officials has been revised and full implementation is set for 2019;
  
- On-line examinations and review
  - New lectures for the Courses are being done in order to match with the different new syllabus and job descriptions;

# 3. Horsemanship and Education (cont.)

- Codes of Practice for officials
  - An evaluation system for the officials, needs to be created and a rotation system for the Endurance officials is needed as well;
- Course Directors meetings
- Course Directors criteria and assessment programme has been created, annual meetings will be held to harmonise the educational year;

# 4. Rules

- An evaluation of the current Endurance Rules must be undertaken and we need to identify:
  - What are the main implementation problems?
  - What worked well and what didn't work?
  - What is feasible and what is not feasible?
  - What is missing and what is still needed regarding horse welfare?
  - Competition formats evaluation vs qualifications;
  - Wording and structure of the rule book, must become clear and not leading to different interpretations;
- In 2017 was introduced in the TD's report information regarding the type of track, humidity and temperatures of each loop of the event. Based on this information we should be able to set the different parameters for each kind of the four levels of tracks and the relative heart rates, presentation times and hold times

## 5. In-competition action

- Together with the FEI IT Department we have started a process for the approval of timing systems and heart rate monitors so that we can accept them in top level events, FEI Series and FEI Championships;
- Together with the Veterinary Department a process is already in progress to have a protocol that can ensure the use of hypo sensitivity tests and EADCMP testing to horses during the competition.



# 6. Finance & sponsorship

- **Task Force recommendation:**
  - Identify potential budgets and sources of income to assist the implementation of proposed changes.
- **ESPG recommendation:**
  - Develop a sponsorship plan and secure funding for ranking lists and award mechanisms to offset costs and promote success.
- **Together with the Commercial Department** a sponsorship plan will be agreed - we will look to create “products” by exploring new formats/series and identify sponsors.

# 7. Marketing & Communications

## 7 Strategic Objectives:

- 1) Second fastest growing discipline of the FEI: highest standards must be achieved
- 2) Spectator friendly - learnings from wider endurance events, e.g. New York Marathon, Tour de France, Iron Man Triathlon
- 3) New competition formats
- 4) Use of media to promote sport - heroes and rankings reports
- 5) Media partnership
- 6) Sports presentation: developing innovative technologies & information supply
- 7) Administrative objectives

# Strategic Objectives

- **1. Second fastest growing discipline of the FEI**
  - Integrity based decision making
  - Olympic standard competitions
  
- **2. Spectator friendly**
  - Popular sport
  - Engage public with the field of play: encourage outdoor activity around the track/event
  - Improved facilities
  - Welfare conscious
  - Family entertainment
  - Use of improved technology
  - Disabled access
  - Endurance Festivals

# Strategic Objectives

- 3. New competition formats
  - World Championships
  - Individual and Team events
  - New FEI series
  - Short and long formats
  - An on-line public debate form this point to have inputs from all parts would be very helpful

# Discipline Duration – WEG 2014

- 6 days of Reining (including 2 rest days);
- 6 days of Jumping (including 1 rest day);
- 5 days of Dressage (including 1 rest day);
- 5 days of Demonstration Disciplines;
- 5 days of Para-Dressage;
- 4 days of Eventing;
- 4 days of Vaulting;
- 4 days of Driving;
  
- *1 day of Endurance.*



# Spectator Attendance – WEG 2014

- **Eventing:** 94,600 spectators over 4 days
- **Dressage:** 83,000 spectators over 4 days
- **Jumping:** 110,000 spectators over 5 days
- **Driving:** 31,700 spectators with a marathon viewed by 16,000 persons
- **Vaulting:** 33,300 spectators over 4 days
- **Reining:** 14,000 spectators over 4 days
- **Endurance:** 6,000 spectators



# FEI Endurance Series and Challenges

## Series

Major events for Teams and Individuals competitions.

## Challenges

For individual competitions to develop regions.

# Strategic Objectives

- 4. Heroes and rankings
  - Top athletes
  - Most successful crew - e.g. F1 Fastest Pit Stop Award
- 5. Media partnerships
  - Work with media partners to promote the sport
- 6. Sports presentation
  - Provide best practice for fan conscious presenters to secure expert commentary



# Strategic Objectives

## 7. Administrative objectives

- Affordable sport
- Financial model for organisers
- Costs of staging events
- Costs of officials
- Identify stakeholders
- Look for opportunities for cooperation
- Ambitious investor vs Competitive recreation sportsman



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**Thank you**