



ENDURANCE STRATEGIC PLANNING GROUP

General Assembly Session Endurance



The Endurance Strategic Planning Group

Chairman:

Andrew Finding (GBR)

Members:

Brian Sheahan (AUS)

Jean-Louis Leclerc (FRA)

Saeed Al Tayer (UAE)

Joe Mattingley (USA)

Supported by:

Ian Williams (FEI Endurance)

Graeme Cooke (FEI Veterinary)



Programme

Introduction & “A Plan on a Page”

Andrew Finding

The Current Status

Graeme Cooke

statistics: doping, known catastrophic injuries & an injury survey

Some areas of detail

Jean-Louis Leclerc

education

Saeed H Al Tayer

trainers

Brian Sheahan

officials, supervision & discipline

Joe Mattingley

planning & monitoring progress

Lord Stevens

integrity

Action Plan, Quick Wins & Conclusion

Andrew Finding

Questions



ENDURANCE STRATEGIC PLANNING GROUP





ENDURANCE STRATEGIC PLANNING GROUP

Graeme Cooke



EQUINE ANTI-DOPING AND CONTROLLED MEDICATION TESTING AND INJURIES MONITORING

An Overview



GRAEME COOKE
FEI VETERINARY DEPARTMENT

Outline

- Monitoring FEI Veterinary Aspects at Events
- Equine Anti-Doping and Medication Control
- Serious injuries and fatalities in FEI level Endurance
- Measures for improvement - already underway and planned

MONITORING FEI VETERINARY ASPECTS AT EVENTS



FEI Veterinary Delegate Official Reporting



VETERINARY REPORT

CONFIDENTIAL



EVENT INFORMATION

Event Venue & Country		
Start Date	End Date	Event Code (classes and categories)*

* **IMPORTANT:** Please note that normally only one Veterinary Report is required per Event/ per Veterinary Delegate, regardless of the number of classes/ categories (for multi-discipline Events where different (Foreign) Veterinary Delegates are appointed please each (Foreign) Veterinary Delegate must submit their Report).

(FOREIGN) VETERINARY DELEGATE

Name	
FEI ID	
Please ensure all personal information in the FEI Database is up to date at all times.	

THE REPORT MUST BE COMPLETED AND SUBMITTED BY THE (FOREIGN) VETERINARY DELEGATE WITHIN 72 HOURS OF THE EVENT TO:

Fédération Equestre Internationale
HM King Hussein I Building, Chemin de la Joliette 8, CH1006 Lausanne
Email: dominique.rochat@fei.org
Fax: + 41 21 310 47 60

Any queries, questions or comments should be direct to Mrs Dominique Rochat.

FATALITY AND CATASTROPHIC INJURY (Veterinary Regulations articles 1038-40)

- The Fatality Report/section of this Veterinary Report must be submitted within 12 hours of the incident.
- Samples must be obtained in accordance with the EADCMP for testing.
- A post-mortem must be performed, the FEI will cover expenses up to Euro 500 for gross post-mortem only. Please ensure details for the post-mortem facility are provided to the FEI, in addition to the examination reports, in complete confidentiality.
- Note that any other associated costs are at the expense of the PR.

In accordance with Veterinary Regulations, the Official Veterinarian completing this report must be in possession and have a working knowledge of the following FEI rules and regulations:

- [Statutes](#): 23rd Edition, effective 8 November 2011
- [General Regulations](#): 23rd Edition, 1 January 2009, updates effective 1 January 2013
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- [Equine Anti-Doping and Controlled Medication Regulations \(EADCMR\)](#), 1st Edition updates effective 1 January 2013
- All relevant [discipline rules](#)

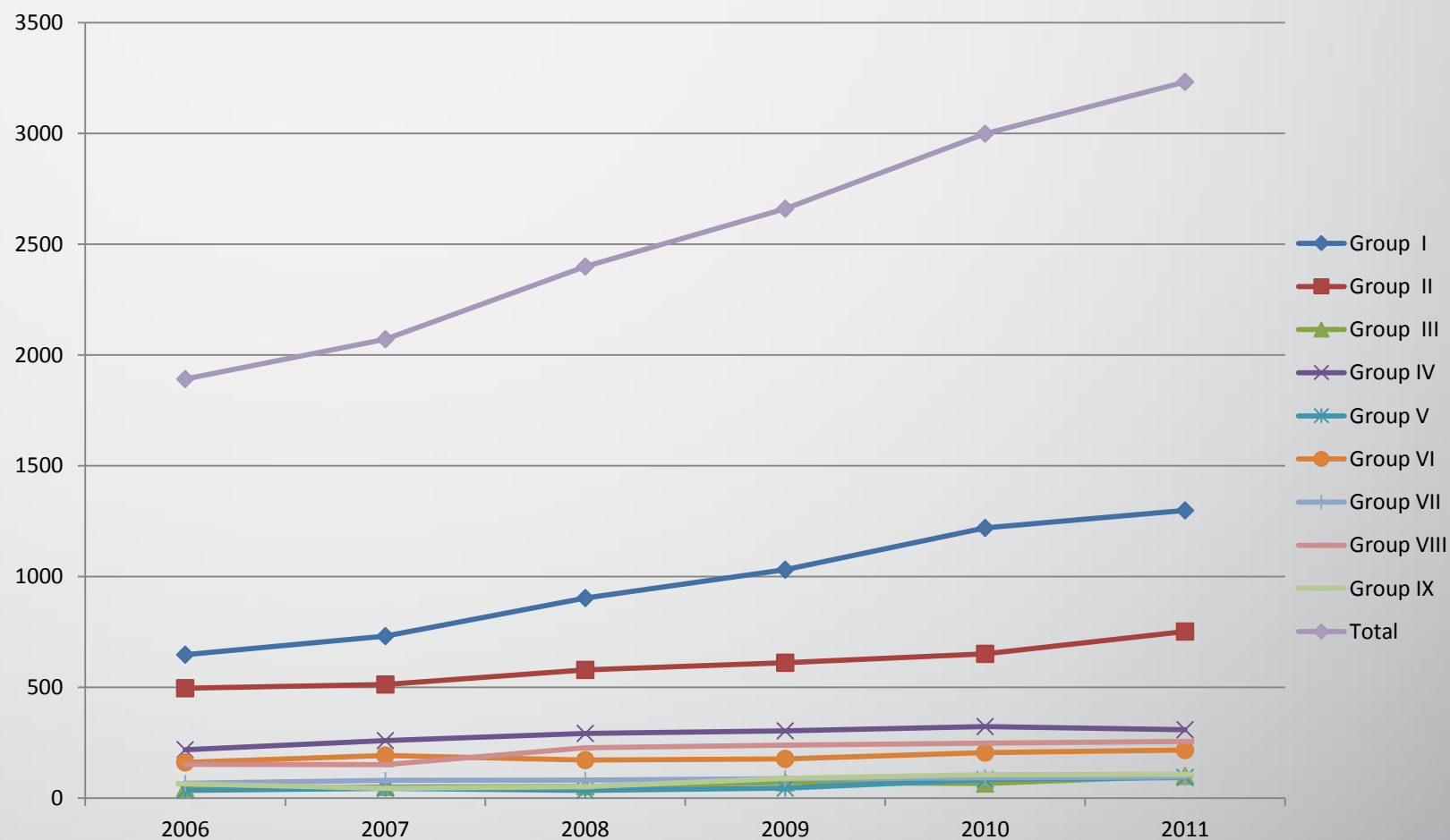
In addition to the following FEI Codes of Conduct:

- [for the Welfare of the Horse](#)
- [towards Fair Play](#)
- [towards Environment & Sustainable Development](#)

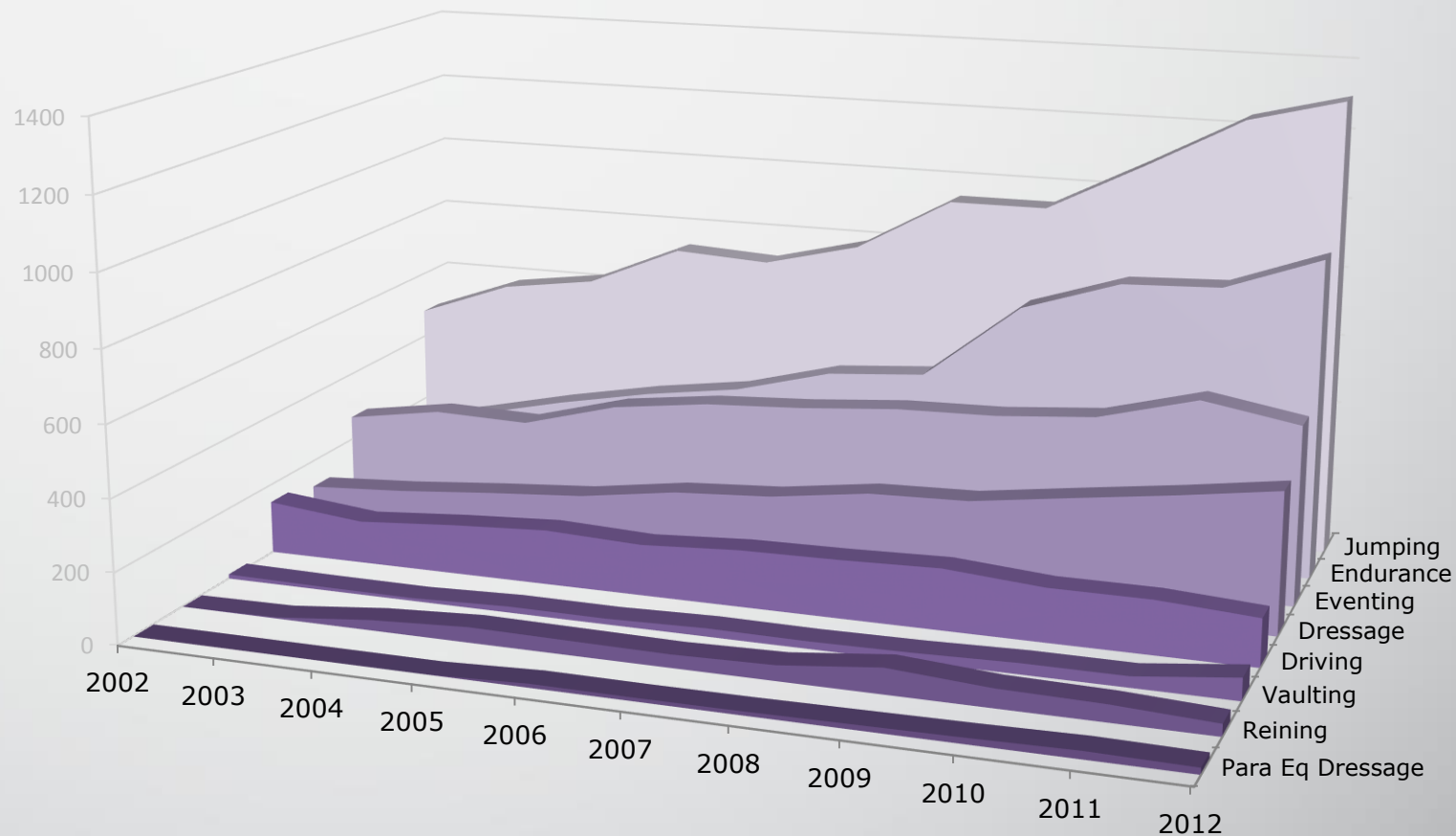
FEI Welfare and Official Veterinary Reports

- Event Reporting currently paper based by FEI Delegates
- General report with section on simple injuries types
- Reporting text not consistent for statistical analysis, but does identify general trends
- Discipline factors are not accommodated

Total FEI Event Growth



Number Of FEI Events 2007 – 2012



FEI EQUINE ANTI-DOPING AND CONTROLLED MEDICATION





HOW TESTING WORKS

INTEGRITY

RULES

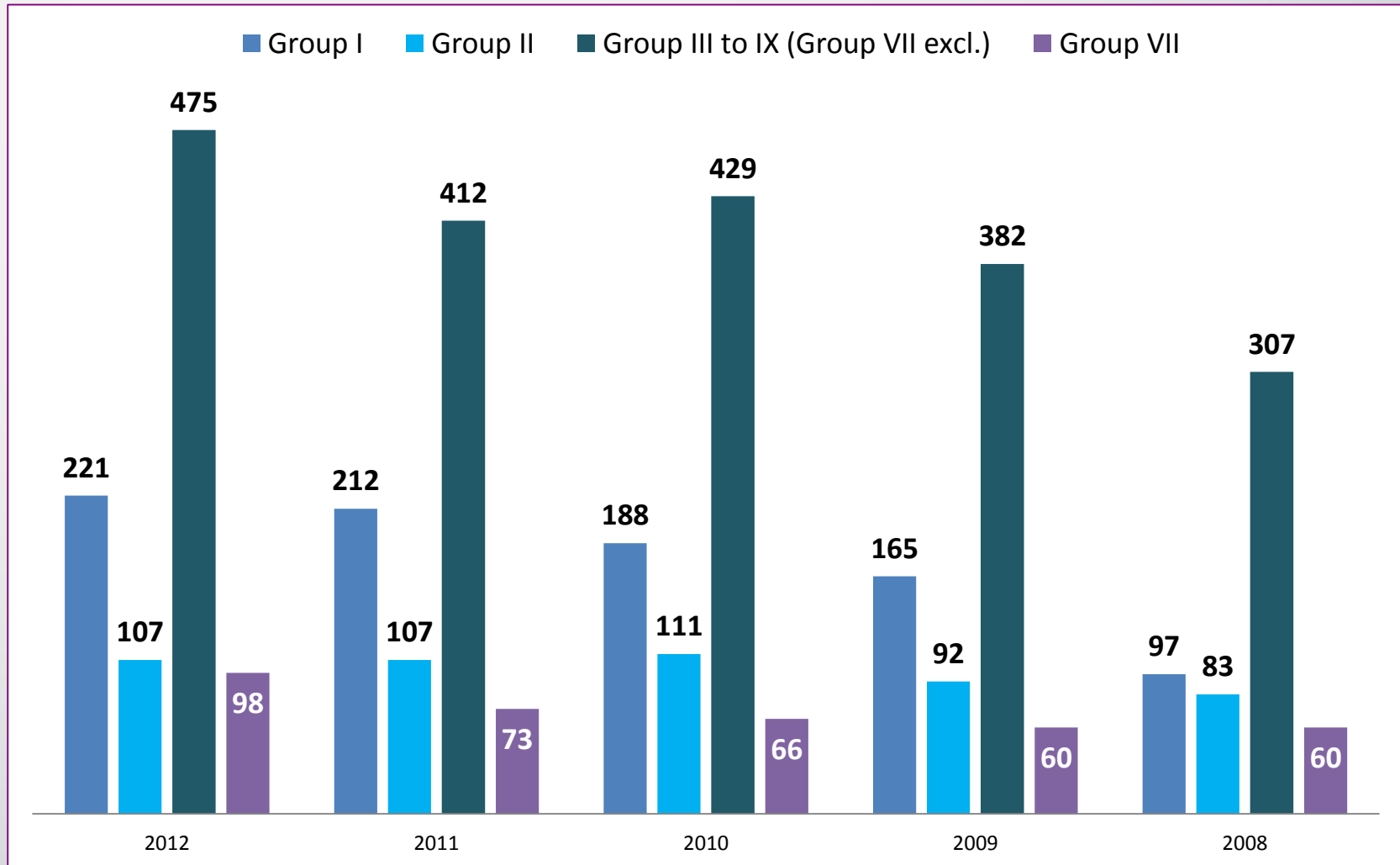
PROFESSIONALISATION



ATHLETE'S GUIDE
EQUINE ANTI-DOPING AND
CONTROLLED MEDICATION
REGULATIONS



Endurance – Number Of Events 2008-2012



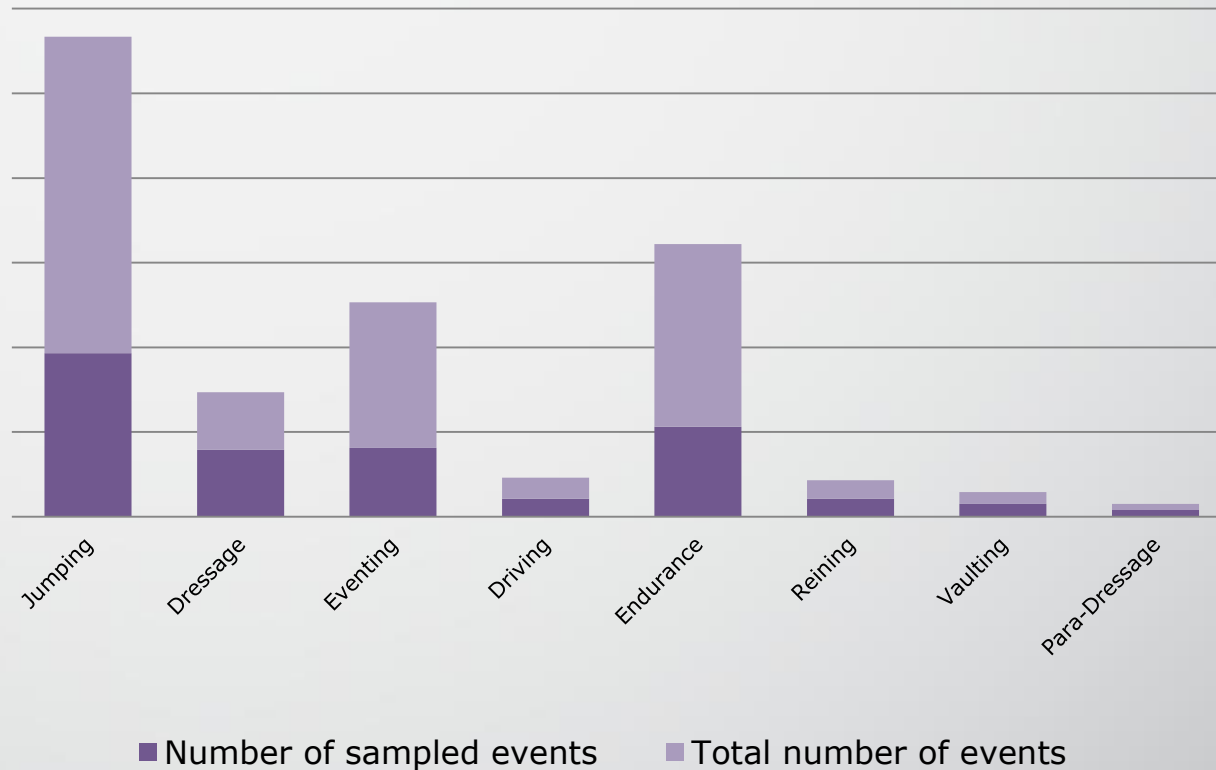
Number Endurance Starters In FEI Groups

GROUP	GRAND TOTAL
I	4,638
II	1,211
III	182
IV	434
V	120
VI	2,126
VII	4,489
VIII	690
IX	987
Grand Total	14,877

FEI TESTING IN ENDURANCE AND POSITIVE CASES

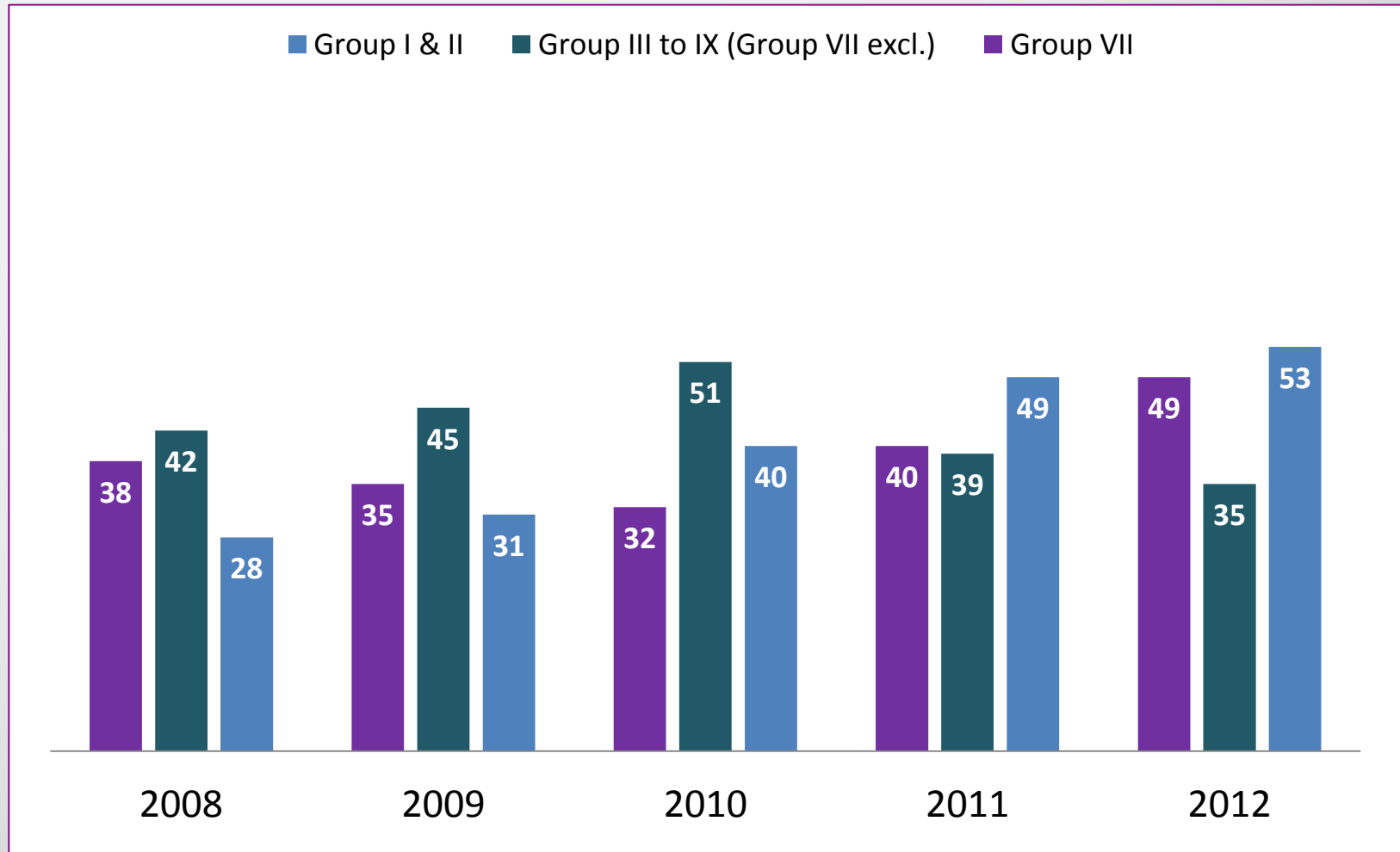


2013 FEI Testing - By Disciplines*



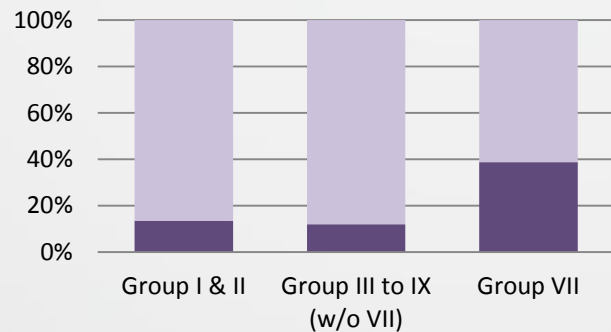
***Up to 30 September 2013**

Number of FEI Endurance Events Tested

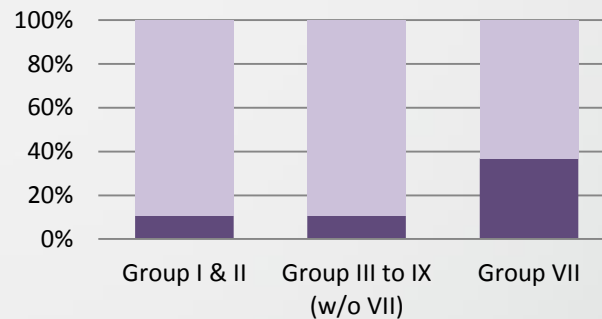


Endurance Total of Events 2008 to 2012 - By FEI Group

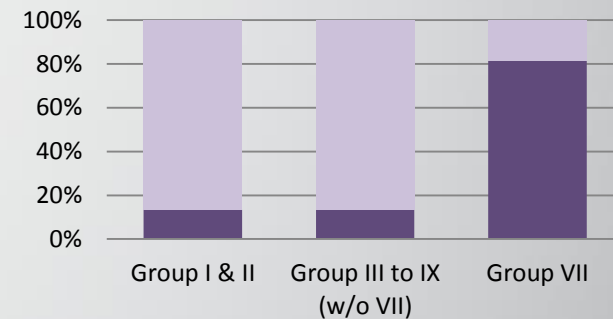
2008



2009

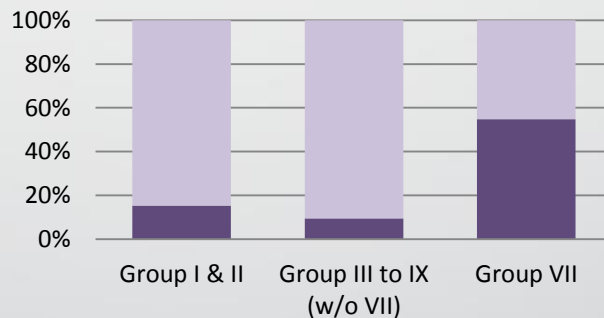


2010

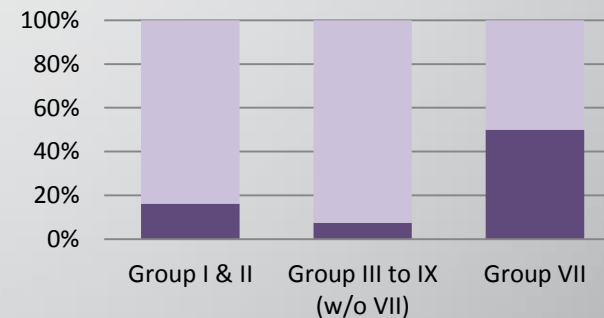


■ Events tested ■ Events not tested

2011



2012



EADCMP Positive Cases in Endurance between 2008 and 2012

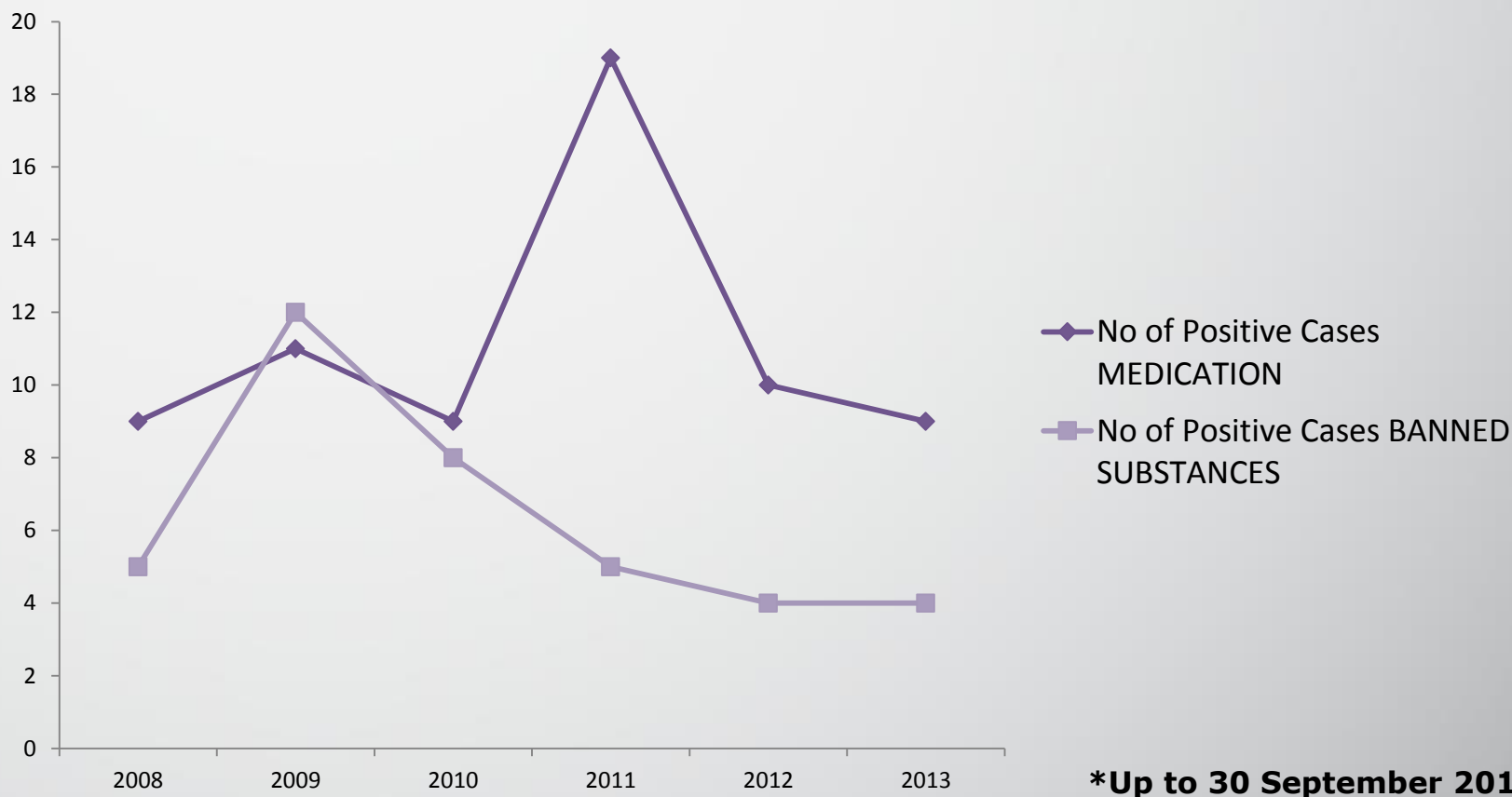
Positive Cases	2008	2009	2010	2011	2012
Group I	1	0	2	2	2
Group II	1	1	0	0	0
Group III	0	0	1	0	0
Group IV	0	0	0	0	0
Group V	0	0	1	0	0
Group VI	0	1	0	3	1
Group VII	11	21	11	19	11
Group VIII	0	0	2	0	0
Group IX	1	0	0	0	0

2013 Positive Substances*

FEI GROUP	BANNED SUBSTANCES	ENDURANCE	CONTROLLED MEDICATION	ENDURANCE
I&II	1	0	13	1
IV			3	0
VI			1	0
VII	1	1	3	1
VIII	3	0	0	0
IX			2	0

***Up to 30 September 2013**

Positive EADCMP Cases in Endurance Global Overview*



	2008	2009	2010	2011	2012	2013
No of Positive Cases MEDICATION	9	11	9	19	10	9
No of Positive Cases BANNED SUBSTANCES	5	12	8	5	4	4

Endurance Testing Summary

FEI Endurance

- ✓ Endurance has had one of highest levels of testing of any discipline
- ✓ Endurance has contributed most to number of FEI positive cases
- ✓ Trend for positive cases has been recently reducing

FEI Group VII Endurance

- ✓ High levels of entries
- ✓ Highest percentage of event testing of any FEI Group

- ✓ Approx 7% of FEI global testing from Group VII
- ✓ BUT has contributed most to FEI positive cases since 2008
- ✓ Has also contributed most to levels of FEI Banned Substances

- ✓ BUT recently levels have been reducing



FEI INJURIES and FATALITIES

2010 - 2013



Current Official Veterinary Reporting System

Event

VD submits a broad report
Vet Dept receives the report
Manual data transfer



VETERINARY REPORT

CONFIDENTIAL



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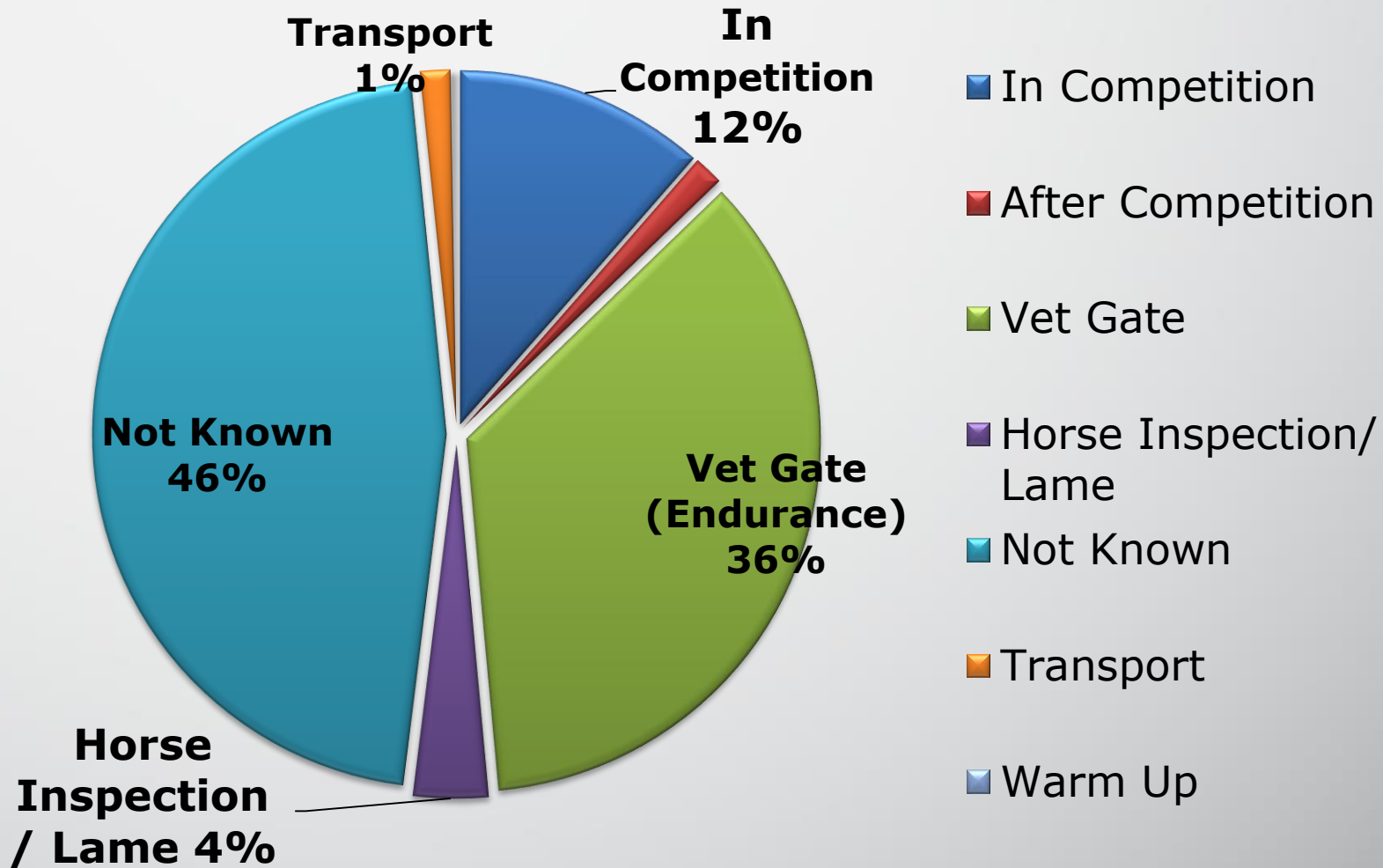
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- [towards Environment & Sustainable Development](#)



Phase of FEI Events Where FEI Injures Recorded in Official Reports

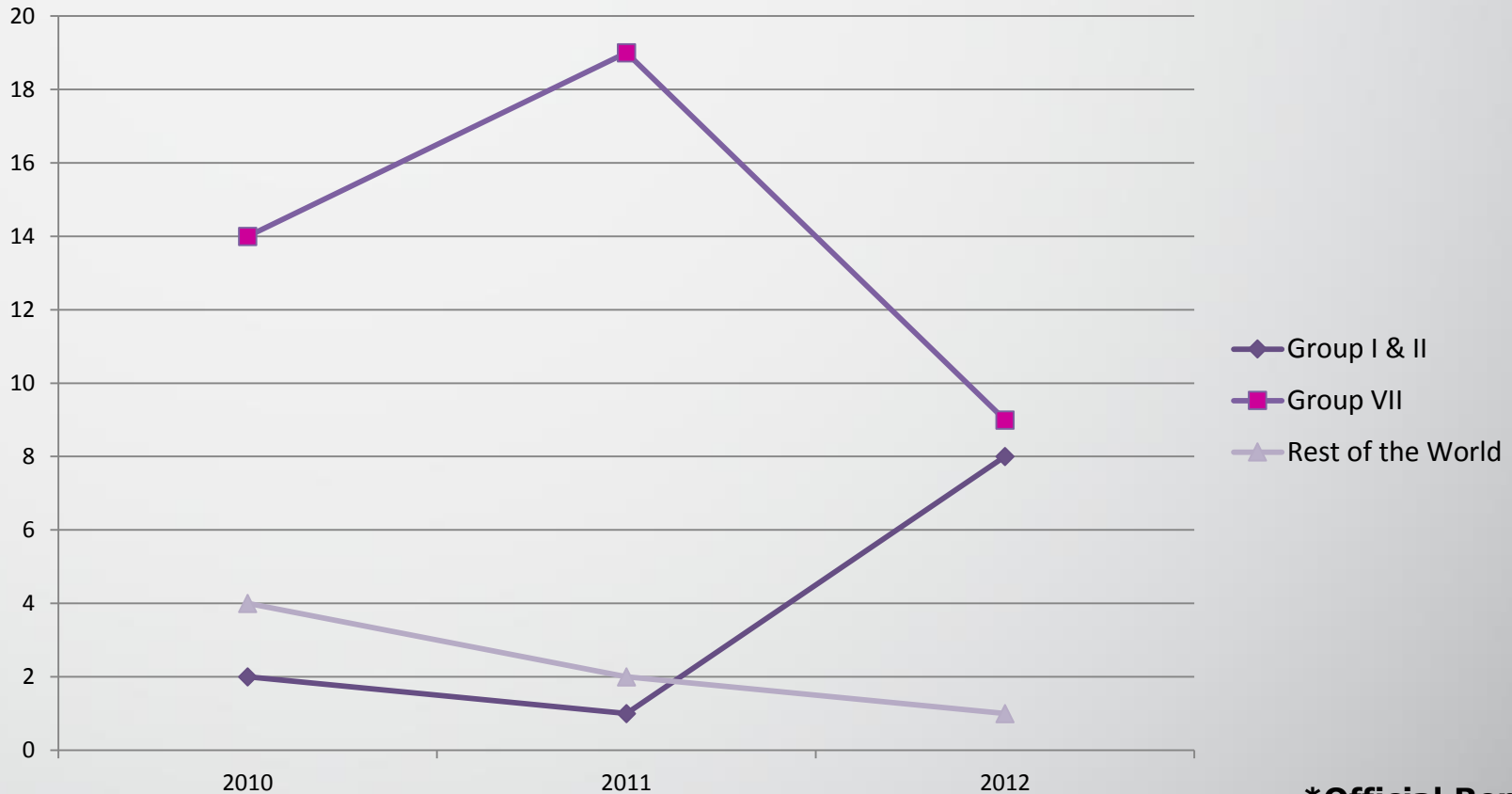


Variable Factors

- Variable access to on site diagnostics at the event
- Variable Environmental conditions and terrain
- Some events have high numbers of starters
- The effect of trainers
- Follow up reporting after event not always consistent
- Permanent facilities and electronic recording

ENDURANCE SERIOUS INJURIES OR FATALITIES

Endurance Serious Injuries/Fatalities 2010 – 2012*



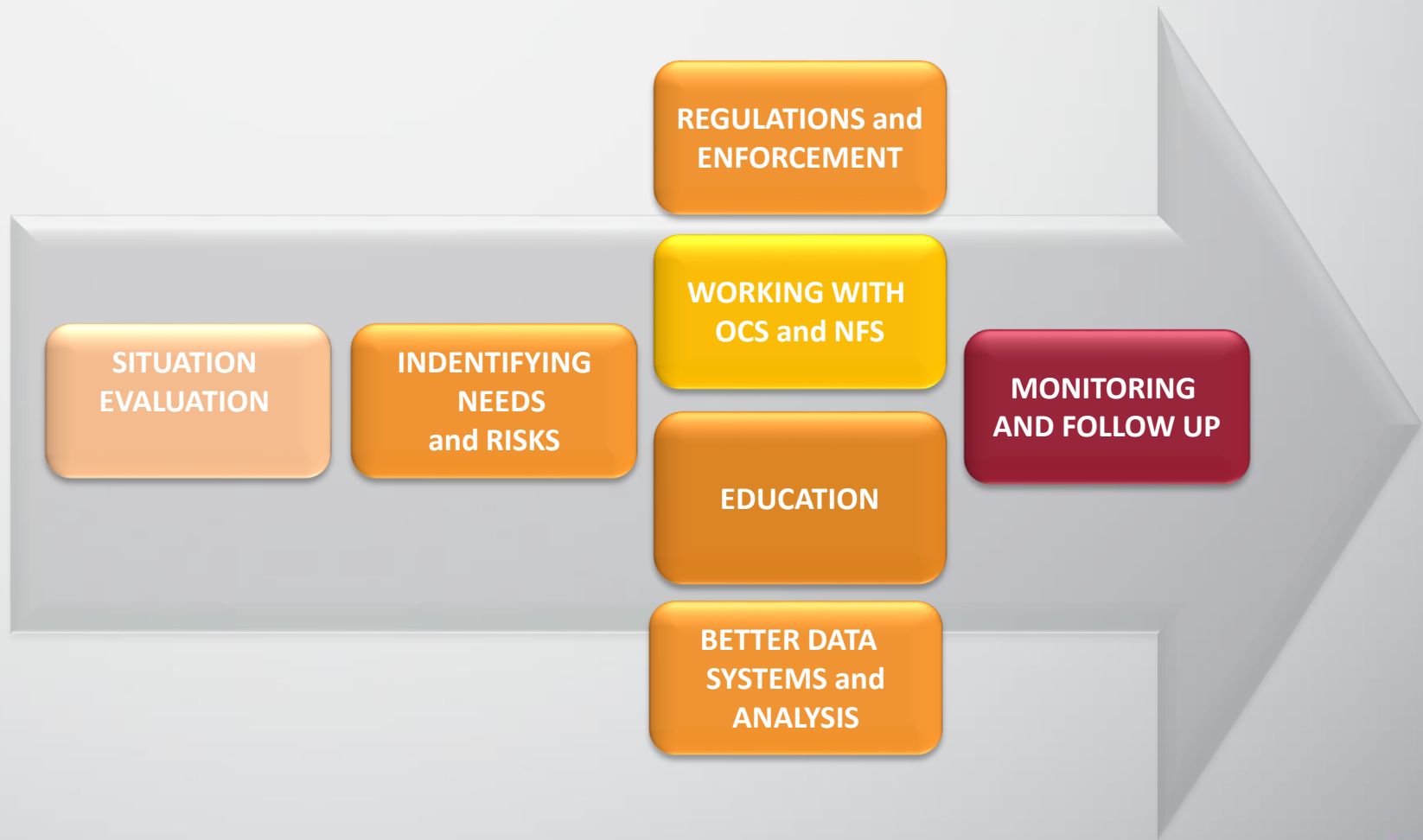
***Official Reports**

	2010	2011	2012
Group I & II	2	1	8
Group VII	14	19	9
Rest of the World	4	2	1

MEASURES UNDER WAY AND PLANNED



Problem Solving



Identifying Factors

- GENERAL FACTORS TO EVENT
- TERRAIN and ENVIRONMENTAL FACTORS
- SPEED
- HORSE FACTORS
- RIDER FACTORS



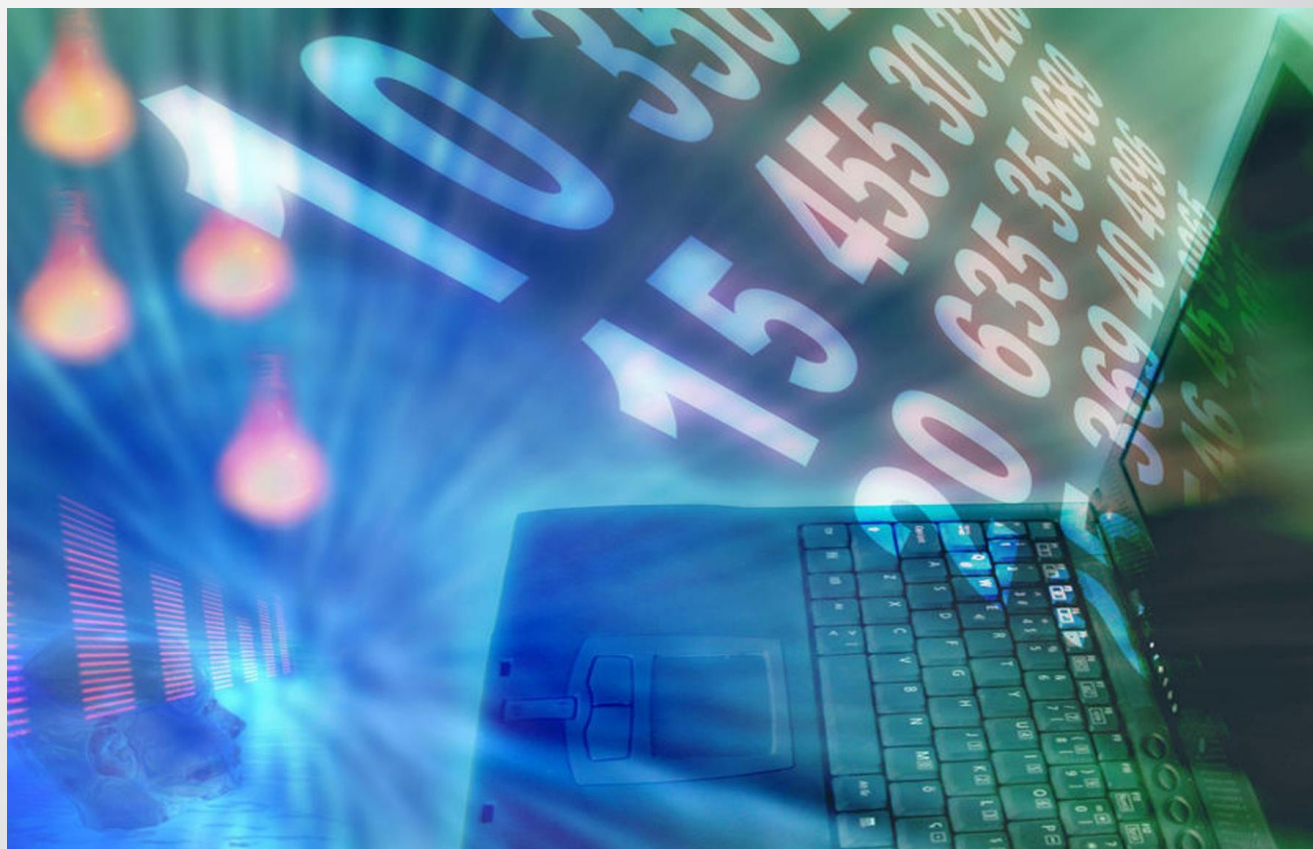
Improved Approach To Endurance Monitoring

1. Contracted expert epidemiology team
2. Build on planned FEI Injuries Surveillance System (ISS) but looking at risk factors, to be undertaken at Endurance events globally
3. Outside Expert statistical analysis
4. Technical Committee assessment
5. Inform future changes beyond other changes adopted



Largest Endurance Study Ever undertaken

- Risk factors can be examined for first time
- Able to analyse Vet Gate information for first time
- More consistent terminology for injuries recording
- Better understanding of fractures and risks
- Ability for National Federations to adopt
- An approach applicable to all FEI disciplines



FEI
ESPG

CONCLUSIONS

- The campaign to control Equine Doping and use of Controlled Medications needs continual pressure and tools
- Trends for levels of fatalities/serious injury have been high for the FEI, but noted that recently reduced
- A variety of factors and remedial actions are involved
- Independent expertise from University of Glasgow and key expertise from elsewhere have been involved
- Better injuries monitoring will help BUT other measures needed



ENDURANCE STRATEGIC PLANNING GROUP

THANK YOU FOR YOUR ATTENTION



ENDURANCE STRATEGIC PLANNING GROUP

Plan on a Page – Endurance Strategic Plan



“Plan on a Page”

Covers

Our Vision

Our Values

Critical Success Factors

Strategic Goals

Key Performance Indicators (KPIs)



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*.

Values

Clean Sport

Welfare

Integrity

Partnership



Values

Clean Sport

I will work with NFs, athletes, trainers, officials and organisers to ensure we adhere to and promote the highest Clean Sport standards and meet the FEI's Code of Conduct for the welfare of horses

Values

Welfare

I will adhere to and promote the highest standards of equine welfare to ensure we meet the FEI's Code of Conduct for the welfare of horses

Values

Integrity

I will work to the highest levels of sporting integrity in a professional manner, encouraging others to do the same

Values

Partnership

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

Critical Success Factors



Foundation for Growth

Culture & Behaviour

Structure & Governance

Communication & Marketing

Critical Success Factors

Foundation for Growth

Ensure agreed plan is in place setting out the strategic intent for the sport over the period 2014-2024 supporting growth in all regions in appropriate and effective ways, ensuring the needs of equine and human athletes are met

Critical Success Factors

Culture & Behaviour

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

Critical Success Factors

Structure & Governance

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

Critical Success Factors

Communication & Marketing

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

Strategic Goals

Foundation for Growth

Plan for a decade

Annual operational plan

Defining growth

Infrastructure

Strategic Goals

Culture & Behaviour

Education

Research

Leadership

Code of conduct

Culture

Strategic Goals

Structure & Governance (1)

FEI Independent Governance Advisors

FEI trainer registration and rider ranking list

Training & competition venues approved

Disciplinary procedures for athletes, trainers & officials

Field of play access severely limited

More technical course design

Strategic Goals

Structure & Governance (2)

Regular review of the governance structure for officials:

- Proper induction programmes
- Remuneration levels
- Rotation
- Annual appraisals
- Examination before promotion

FEI executives may not officiate

Rules properly enforced

Develop a risk register

Strategic Goals

Structure & Governance (3)

Review every rule

Increase ride qualification standards

Only experienced riders may compete

Extend recovery periods for horses

*NB: "officials" includes veterinarians
identified in schedules*

Strategic Goals

Communication & Marketing

Develop & implement a plan covering:

- Internal awareness campaign
- External 'hearts and minds' campaign
- Trainers' ranking lists
- Ranking list/award mechanism for "completions"
- Awards programme for officials

Key Performance Indicators (KPIs) [1]

Set in each area critical success factors

Foundation for Growth

Culture & Behaviour

Structure & Governance

Communication & Marketing



Key Performance Indicators (KPIs) [2]

What they need to be

Specific

Robust

Measurable

Deliverable

Timed

Owned by NFs & FEI



Key Performance Indicators (KPIs) [3]

How we need to do it

Feb 2014 – Endurance Conference

NFs debate performance targets

Apr 2014 – Sports Forum

NFs agree targets for first 5 years
& set KPIs



ESPG members: some areas of detail



Jean-Louis Leclerc

education

Saeed Al Tayer

trainers

Brian Sheahan

officials, supervision & discipline

Joe Mattingley

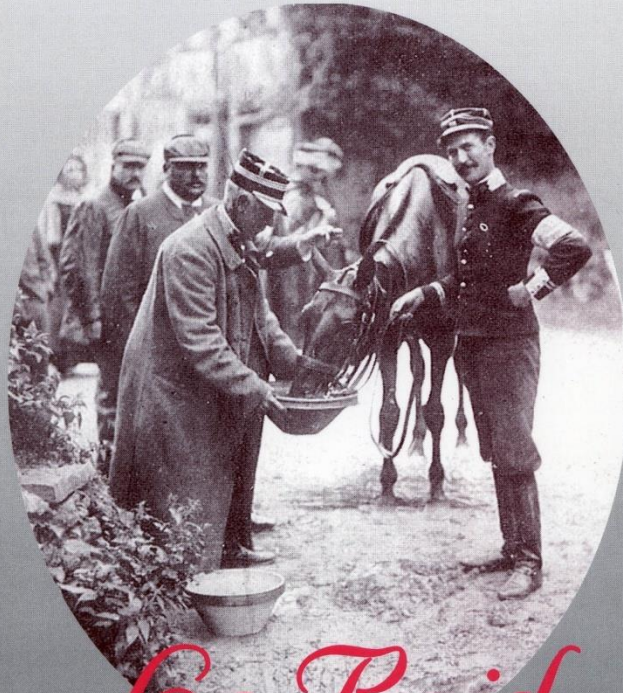
planning & monitoring progress



ENDURANCE STRATEGIC PLANNING GROUP

EDUCATION

Capitaine Paul Bausil



*Le Raid
Paris-Deauville*

ou

LES DÉBUTS DE L'ENDURANCE ÉQUESTRE

Kruch Editeur

EDUCATION

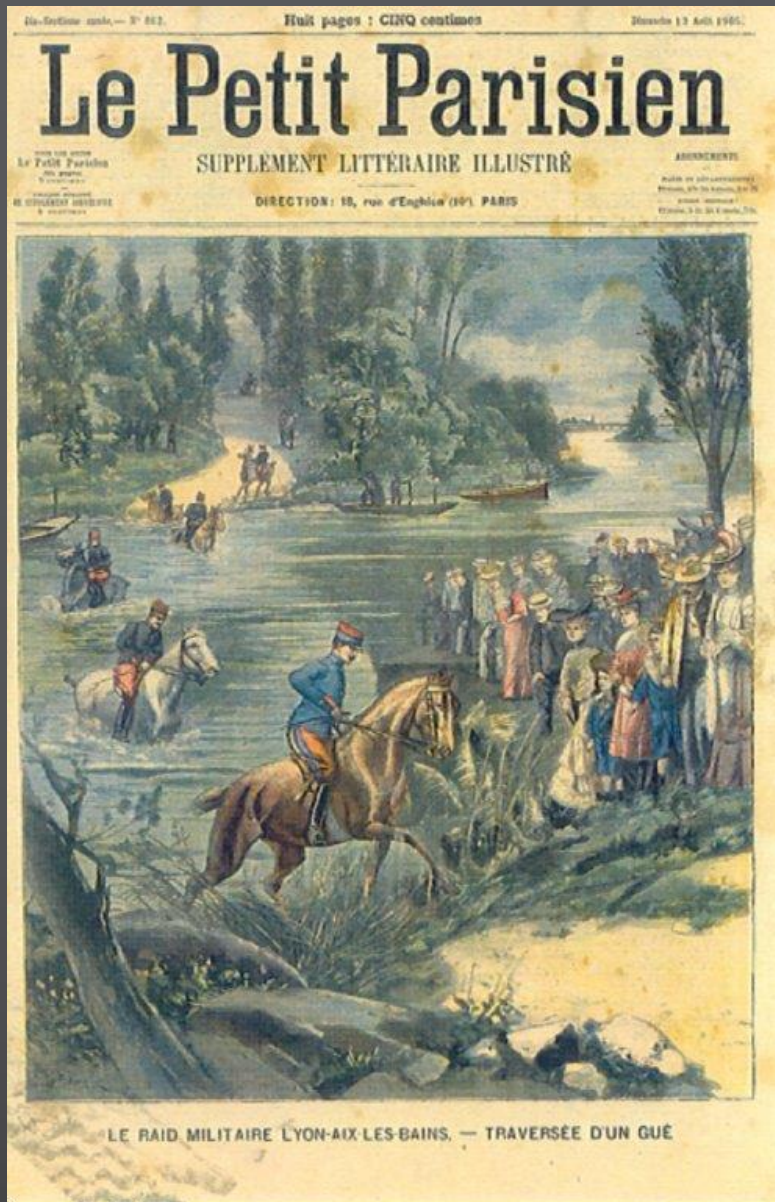
Education and modern endurance

1905



STRATEGY & EDUCATION IN ENDURANCE





EDUCATION

- CONTEXT

- ROOT CAUSES

- POSSIBLE SOLUTIONS

- CONCLUSION

EDUCATION

CONTEXT

CONTEXT

Only discipline

- ... in which self-control by riders, both during training and during competitions, is essential
- ...in which no technical riding skills are required as prerequisite to compete
- in which riders are not requested to have at least a basic knowledge about horses to compete



CONTEXT

- Huge growth of the discipline in recent years
- Education of many officials done in a hurry to fit exponential increase of competitions in the world
- Lack of confidence, authority, leadership of some judges and vets to apply the rules
- Riders and surrounding environment often lack respect for officials
- More and more conflicts of interest: families, clients, employers / Officials



CONTEXT

- Dramatic increase of the speed on some races.
- Dramatic increase of accidents on some races
- Examples of no respect of the welfare of the horses: only the result is important!!!
- Lack of compliance with regulations, doping





EDUCATION

- CONTEXT
- ROOT CAUSES
- POSSIBLE SOLUTIONS
- CONCLUSION

EDUCATION



Le vétérinaire Seurot constate que Midas,
au lieutenant Bausil, n'a point la moindre fièvre.

ROOT CAUSES

possible reasons
for the current situation

OFFICIALS' EDUCATION (Ground jury, stewards and vets)

- Education of officials became inadequate especially for competition at higher level
- Education of officials does not consider their respective competence & soft skills but only focuses on the quantity of knowledge. No attention given to soft skills such as:
 - Adaptability
 - Managerial capability
 - Leadership skills
 - Communication skills
 - Integrity (conflict of interest)
- Progress within the hierarchy of the star rating is unrelated to competence or quantity of knowledge

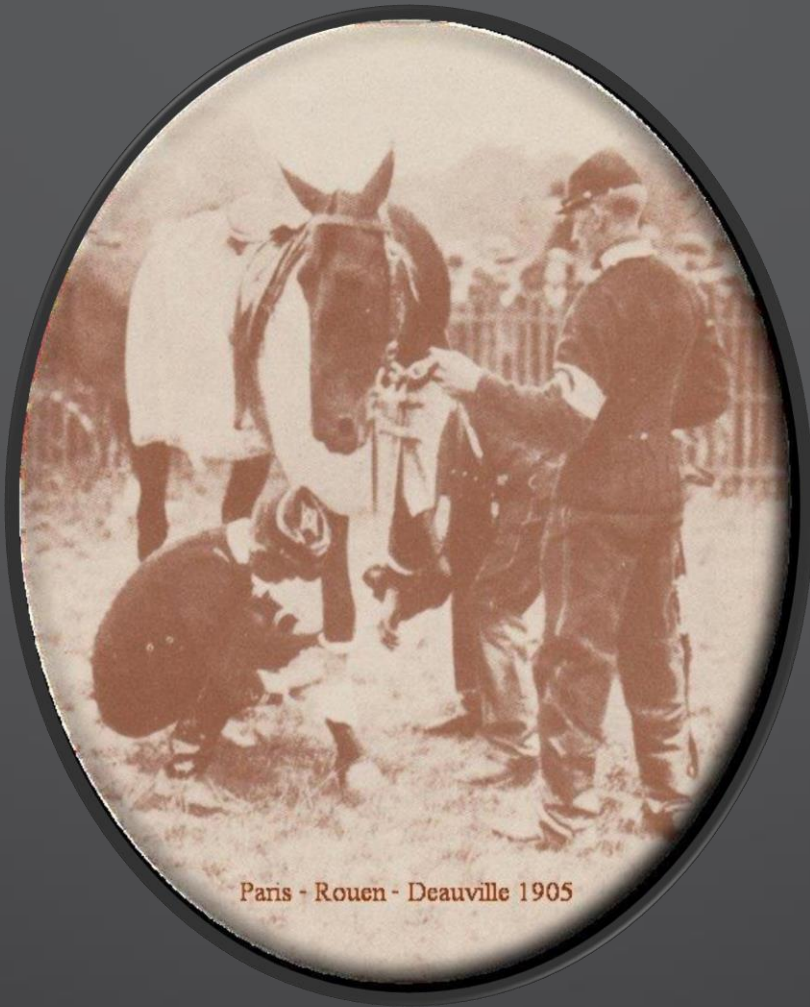


RIDERS' COMPETENCE & REGULATIONS

- Many riders have gaps in their knowledge of regulations
- For inexperienced riders it's easy to reach the higher levels
 - No real experience: only 1 race needed to qualify on each step of the star rating
 - No assessment of riding skills or of knowledge especially when switching from limited speed to free speed
- Few penalties, low penalties or no penalties in case of non-respect of the rules:
 - officials' lack of confidence or authority
 - Because of gaps in the regulations or/and regulations not enforced



EDUCATION



- CONTEXT
- ROOT CAUSES
- POSSIBLE SOLUTIONS
- CONCLUSION

EDUCATION



POSSIBLE SOLUTIONS

EDUCATION

POSSIBLE SOLUTIONS

In general

- Set-up a training sub-committee
- Implement new rules including new education
- Develop new courses with more case studies
- Integrate the concept of “competence” for officials and riders (regulations and education)
- Raise the overall level of knowledge and competence
- Clarify and enforce the penalties. Provide detailed guidance for applicable penalties in case of non respect of the regulations



POSSIBLE SOLUTIONS

Riders

- A minimum level of horsemanship should be required:
 - Riding skills & competence
 - Knowledge of endurance horse physiology, feeding training ...
particularly when switching from limited speed competitions to free speed competition (CEI 1)*
- Possible access to “on line training”
(horse training, physiology, horse feeding ...)
- Should have good knowledge of the regulations
- For riders with little experience
 - Review the star rating: More than one competition on each step of the star rating (experience)
 - Control of the knowledge (and riding skills if possible?) before enrollment in a CEI3* race



POSSIBLE SOLUTIONS

Officials (ground jury, stewards and vets)

- Review the structure of the courses
 - Thorough understanding & knowledge of the regulation
 - Leadership training
 - Emphasis on case studies & test of competence
 - Rating and ranking of candidates (star ranking)
- Review of officials' performance at events
- Set up a competency framework & reference structure
- Review the star rating
 - Take into account applicants':
 - Knowledge
 - Behavior
 - Performance & observations during the events
 - Set up a 5* level with a notion of excellence (*these should be "directors of course directors" and supervise the review of the officials at events*)
- New definition and management of conflict of interest





EDUCATION

- CONTEXT
- ROOT CAUSES
- POSSIBLE SOLUTIONS
- CONCLUSION

CONCLUSION

➤ **EDUCATION MUST** BE AS A ROOT

- In the discipline's culture
- Of a fair discipline
- Of the welfare of the horses

➤ **EDUCATION CAN** BE AS THE ROOT

- Of performance improvement





THANK YOU

FOR

YOUR ATTENTION



ENDURANCE STRATEGIC PLANNING GROUP

Endurance Racing Challenges – Horse Trainers Proposal



The Endurance Strategic Planning Group

Endurance Racing Challenges – Horse Trainers Proposal

Presented by:
Saeed Al Tayer

FEI Strategy Committee
Endurance Racing - Member



Agenda

Introduction

Endurance Horse Trainer Role

Endurance Horse Trainer Motivating Factors

Endurance Horse Trainer Certification & Disciplinary Proposal

Benefits

Challenges

Conclusion

Introduction

The FEI Strategy Committee on Endurance Racing has been established to formulate initiatives to reduce instances of horse injury and doping within the discipline of endurance racing.

The following submission identifies a contributing factor to some cases of horse injury and doping and seeks to provide a permanent solution through a prevention based initiative.

This submission focuses on:

- The role of endurance horse trainers
- Proper certification and regulation

This can potentially result in a substantial reduction in instances of endurance horse injury and doping.

Introduction

Note:

This submission deals with ***one area*** of the horse injury and doping issue and ***does not*** attempt to provide a discipline wide solution.

We hope the measures detailed herein will be used in conjunction with other committee members' initiatives to ensure the injury and doping issues facing endurance racing are resolved in timely and permanent manner.

Endurance Horse Trainer Role

The role of the endurance horse trainer includes any of the following:

- Complete understanding of the endurance racing rules and regulations
- Horse nutrition
- Horse treatment and medication
- Event training and preparation
- Horse selection for events
- Race strategy: pace, hydration, race retirement/withdrawal etc.
- Post event recovery and health checks
- General horse treatment and wellbeing

Endurance Horse Trainer Role

Trainers in a number of jurisdictions are almost wholly responsible for the endurance horse's welfare before, during and after the event.

Between gates the rider must be relied on to determine the horse's fitness to continue the event. However, trainers typically have sufficient influence over the rider to prevent any race withdrawal without the trainer's permission.

Endurance Horse Trainer Role

The role of the endurance horse trainer has much in common with the role of a flat racing trainer. In such a discipline, it is the trainer deemed the person responsible for instances of injury or doping not the rider.

It is therefore proposed trainers of endurance horses are solely held responsible for their horse's welfare ***unless*** in instances of injury or doping it can be proved the rider played an active part.

Endurance Horse Trainer Motivating Factors

Event success contributes directly to a trainer's career advancement and reputation. They therefore have a vested interest in securing as many victories as possible from horses under their management.

This may result in some trainers over exerting their horses in training and events in order to achieve the best possible results.

It can also result in illegal or unsanctioned substances being given to horses before, during and after events.

In order to reduce instances of injury and doping it is therefore rational to focus on endurance horse trainer:

- Education
- Certification
- Regulation and discipline (where necessary)

Endurance Horse Trainer Motivating Factors

There are other contributing factors to the above issues.

However, trainer regulations should be brought to the forefront of the issue to ensure the maximum possible reduction in injury and doping cases in the shortest possible time period.

Endurance Horse Trainer Certification & Disciplinary Proposal

It is proposed the FEI considers instigating the following measures in order to address the issue of horse injury and doping caused through trainers negligent or willful acts.

- Effect a trainer education program and certification procedure
- Develop a trainer '**Code of Conduct**' to which all endurance horse trainers must adhere to
- Establish a disciplinary board to investigate and review instances of trainer induced injury or doping.
- The disciplinary board may suspend, ban or sanction trainers who breach the applicable FEI rules, Code of Conduct or any other ethical standards applicable to endurance racing

Endurance Horse Trainer Certification & Disciplinary Proposal

- Maintain a permanent record database for each trainer containing:
 - Certification / qualification
 - Record of injury, doping & incidents / infractions
 - Details on any disciplinary action
- Endurance horse trainers to be added to the global FEI standing points system currently used by leading riders*

*FEI to add a similar program for the endurance horse trainers evaluating their annual performance: successful completions versus competition entries. This system to include national and international events.

Endurance Horse Trainer Certification & Disciplinary Proposal

Successful trainers in 1, 2*, 3* and 4* races are awarded accordingly i.e. those with successful World Championship winners, European Championship winners and National championship winners

- The FEI to provide a trainer's record to endurance horse owners prior to them taking on the trainer.

Benefits

- Cases of injury and doping reduced
- Trainers personally held accountable for their actions, shifting the injury and doping accusations from the applicable national federations, endurance horse owners and riders to those actually responsible for such offences
- Endurance horse training practices will develop and advance in a more proficient manner
- Recidivist offenders will be excluded from the discipline
- The FEI can present the above measures in direct response to criticisms leveled at endurance racing in the media and by animal welfare bodies.

Challenges

- Trainer resistance to the certification process and further regulation
- Cost of implementation and operation will need to be recovered from event entry fees and trainer membership fees
- It will take time to effect and potentially be subject to public criticism by animal welfare groups and affected trainers

Conclusion

Thank you for your time. Any comments concerning this proposal can be directed to the ESPG.



ENDURANCE STRATEGIC PLANNING GROUP

Thank you



ENDURANCE STRATEGIC PLANNING GROUP

Endurance Officials

Endurance Officials



Endurance

ART 800.1

Endurance Riding is:

- *a test of the competitor's ability to safely manage the stamina and fitness of the horse*
- *over an endurance course*
- *in a speed competition*
- *against the track,*
- *the distance,*
- *the climate,*
- *the terrain*
- *and the clock*



Endurance Officials

Appointed Officials

Technical Delegate

Ground Jury

Veterinary Commission

- Endurance Official Veterinarians

Treatment Veterinarians

- Endurance Veterinary Treatment Officials
- Stewards
- **Veterinarians are FEI Officials** with similar responsibilities to Ground Jury and Stewards
- Educated, Dedicated & Motivated

Malaysian WC



Endurance Officials

Training of Officials



- Officials :
- Nominated by their National Federations,
- must attend an appropriate promotion course and
- must pass a written examination prior to appointment as a official

- Course Directors:
- Appointed by the ETC
- Have significant experience in the sport
- permitted to conduct promotion courses

Endurance Officials

Only **FEI approved courses** designed for specific roles are used world wide:

- Ground Jury
 - Levels 1 & 2
- Veterinary Commission
 - Endurance Official veterinarians Course
- Treatment veterinarians
 - Endurance veterinary Treatment Officials Course
- Stewards



Endurance Officials



Star Rating

Star rating reflects the **seniority** and **experience of official**: 2, 3 & 4*

Maintain or promotion to a higher star **rating requires event attendances and specific promotion course** requirements

Championship events require higher star rated officials in leadership positions

Endurance officials

Duties

Protect the welfare of the horse

Maintain the integrity of the event by officiating without fear, favour or bias

Mentor and support junior officials

Complete the appropriate reports



Endurance officials

Application of the rules



- Consistently, both before the ESPG formation and during the brief of the ESPG, field reports have indicated that;
- *the rules for endurance are adequate but the enforcement of the rules in a number of countries is unsatisfactory*

Endurance Officials

Reasons for poor or inadequate performance of official :

- Inadequate training
- Inadequate knowledge of rules
- Lack of confidence
- Intimidation by trainers & competitors
- Poor leadership of team
- Conflict of interest issues
- Seeking repeat invitations to event
- Fatigue
- Selective implementation of rules



Endurance Officials

Strategies to improve the quality of officials

- Improved education delivery
- Code of professional conduct for officials and competitors
- Leadership training
- Declaration of Conflict of Interests
- Signed contract with OC
- Appointment of Independent Governance Advisor
- Peer review of officials
- Rotation of appointments
- Priority Reporting
- Accountability and sanctions for Officials, National Federations Competitors and Trainers



Endurance Officials

Education

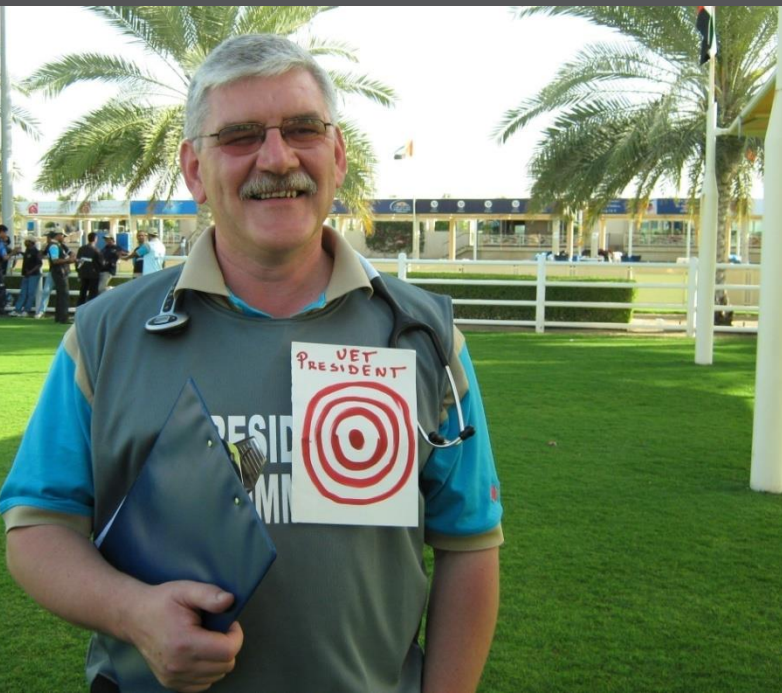
- Review of course content and delivery with better use of technology
- Better use of on line training
- Course for Course Directors
- Less lecture content and more scenarios & problem solving
- Induction process to first event
- Mentoring



Endurance Officials

Code of Conduct

Code of Professional Conduct for officials, competitors and trainers covering rule compliance, behaviour, horse welfare, performance of duties , conflict of interest etc



Endurance Officials

Leadership training

- Placing greater emphasis on the leadership qualities required for the roles of:
 - PGJ, PVC, FVD, CS
 - PVC Leadership
- Liaise with other officials
- Inspect Vet gate and trot up area
- Inspect hospital area and medical supplies
- Supervise Vet Team
- Establish vetting standards for commission at pre ride Vet Commission Briefing
- Roster for vets during event
- Check shelter, shade & nutrition
- Protect vets from intimidation
- Firm & confident decisions



Endurance Officials



Conflict of Interest

- Formal declaration before event
- Family involvement
- Client horses competing
- Employer competing
- Financial interest in horses competing
- “Appearance of Conflict of Interest”

Endurance **Officials**



Signed contract with Organising Committee

- Define the status, date and venue of event
- Code of Conduct
- Formal declaration of Conflict of Interest
- Time and place of meetings
- Attendance requirements
- Reporting
- Payment for officiating

Endurance Officials



Appointment Independent Governance Advisor

- **Monitor** the performance of officials at Championships, high level events & other specific or randomly selected events
- **Independent** experienced official
- **Appointed** by ETC
- **Allocated** to events by FEI
- **Appraise** performance of officials
- **Report** directly to Discipline Director
- **Recommend action** or disciplinary proceedings: Sanctions of officials who fail to apply the rules effectively
- **Paid** by FEI

Endurance Officials

Peer Review

- Performed at randomly selected lower level events
- against set criteria
- Completed by FJ and FVD
- Or other specifically appointed personal



Endurance Officials

Rotation of official at events

- At least a third of officials must be newly appointed to annually occurring events
- Allow new officials to gain experience at high level events
- End accusations of favouritism in appointments
- Part of mentoring programme



Endurance Officials



Priority Reporting - Official

Applies when there is:

- sudden death of a horse
- horse is euthanized at an event as a result of injury or illness
- when the Chief Treatment Veterinarian indicates a grave prognosis for a horse under treatment
- Reported by FVD
- By email, text, fax or phone call to Discipline Director and Director of the Veterinary Committee within 12 hours of completion of event

Endurance Officials

Priority Reporting- NF

Within 3 days of event

Copy of vet card and treatment record

Preliminary Post Mortem and or pending reports: pathology, toxicology, drug screening

Diagnosis of cause of death

Full report by 30 days

Action resulting from death



Officials
Competitors
Trainers
National Fed

Accountability

- *Failure to abide by Code of Conduct*
- *Adverse IGA Official or Peer Review Report*
- *Breach of Contract*
- *Horse welfare incidents*
- *Clean Sport violations*
- *Failure to declare Conflict of Interest*

Sanctions

- *Suspension from duties*
- *Loss of Star rating*
- *Compulsory Course attendance*
- *Loss of Official FEI Status*
- *Loss of team medal status*
- *Suspension from competitions*



Officials

Recognition of Excellence in duties *Criteria*

- Nominated by FEI and NF
- Positive IGA & peer reviews
- Accurate and timely completion of reports
- Leadership, communication & organisation skills
- Knowledge and implementation of rules
- Mentoring of junior officials





ENDURANCE STRATEGIC PLANNING GROUP

Thank you



ENDURANCE STRATEGIC PLANNING GROUP

Planning and Monitoring Progress

Presented by: Joe Mattingley



Planning and Monitoring Progress

Subject Matter of this Presentation:

The process of Information Prioritization to address the immediate and long term needs of the sport that provide the foundations of the strategies

Identify potential high level Risk Factors that could affect plan implementation

Introduce Planning Tools to mitigate the risks and ensure success with implementation and the continued evolution of the plan.



Information Prioritization

Issues should be **Solution Based** and should be **solved** with ease.

From an **Endurance HQ Operations** perspective; information supporting **Solutions** emboldens operational **integrity**

From a planning group viewpoint;
Information Based Strategies
must be **achievable** and **solve** the issues and expand the evolution of the sport.



Information Prioritization

As articulated by my colleges in their presentations;
the scope of information was large.

It encompassed all Information
aspects that were factual, emotional,
territorial and cultural

Thank you to all who have provided their
inputs

- National Federations
- Veterinarians
- Individuals and others



Information Prioritization

In this planning process, after the **information** was gathered, it was **considered and prioritized** to meet the high level **needs** of the sport today

The **needs** then articulated the **scope** of **Strategies**

The scope of the recommended **Strategies** were developed to **solve** the **Needs** of the sport and are the primary directives within the **Endurance Strategic Plan**

Risk Factors

Endurance HQ Operational facts that will “affect” the implementation of the plan:

This is the **first Strategic Plan** since Endurance became an FEI Discipline in 1982 (new business operating model/learning curves will be sharpened)

By direction of the FEI Endurance Technical Committee & Bureau, HQ staff will be required to shift Operations to be **Strategic Driven** versus *Daily/Routine Happenings* that currently direct the sport today

Endurance Operations must go into a **growth mode** to manage the **Needs** of the sport



Planning Tools

What are Planning Tools and why are they needed for the Strategic Plan?

Planning Tools are guidelines to aid in the structure building of the operation to implement the strategic plan.

The Tools are Needed to ensure adequate management of the sport transition and to continuously support the evolution of the sport.

The tools provide structural components to ensure consistent direction is communicated to the operations HQ staff along with measurements to track the strategic plan progress.

Planning Tools

There are 3 primary tools:

- “Plan on the Page” (already discussed)
- Strategy Dashboard that will aid with operations planning
- The Endurance Technical Committee will be provided a Risk Register for utilization of subsequent updates of the plan.

Plan on a Page – Endurance Strategic Plan



Planning Tools - Strategy Dashboard

The ESPG Endurance Strategy (YEAR) S T R A T E G Y D A S H B O A R D							Last Update: DATE										
Strategies	Supporting Commitments					Staff Owner	Volunteer Support (as needed)	Cost (\$000s)	Start Date	Due Date	Status & Monthly Trend						
											1	2	3	4	5	6	
Structure and Governance	A.	Regular review of governance structure for officials: Induction, Annual Appraisals, Examination before promotion, Rotation, Reporting Procedures and Remuneration levels.					Discipline Director	Endurance Committee	TBD	Jan, 2014	April, 2014						
	B.																
	C.																
Strategy PDQ	A.							SAMPLE DOCUMENT									
	B.																
	C.																
Strategy ABC	A.							Status									
	B.							R	Off track								
	C.							Y	Issues								
Strategy GHU	A.							G	On track								
	B.							P	Pending / On Hold								
	C.							C	Complete								

Strategy Dashboard

Dashboard Components:

- Listing of each **Strategy**
- **Tasks** to implement the Strategy
- HQ Staff Owner **responsible** to execute tasks
- Assignment of Volunteer **consultancy**
- **Forecasted costs** to embrace the Strategy
- **Timeline** to complete the tasks
- **Reporting** status of progress on tasks

Example of use of the Strategy Dashboard

Structure & Governance		Staff Owner	Volunteer Support (as needed)
A	Regular review of governance structure for officials: Induction, Annual Appraisals, Examination before promotion, Rotation, Reporting Procedures and Remuneration levels.	Discipline Director	Endurance Committee

Cost (\$000s)	Start Date	Due Date	Status & Monthly Trend					
			1	2	3	4	5	6
TBD	Jan, 2014	April, 2014						

Planning Tools

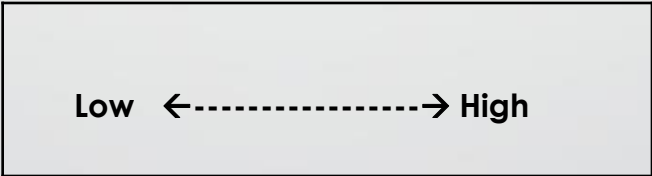
Risk Register – Gap Analysis

Definition – a tool to be utilized to aid in Strategic Plan establishment/update

Instructions:

- Add the existing facts about the current state of the topic
- Add description of future state desired
- Using the Harvey ball icons and definitions listed below the legend; assess the operations value, risk factor, and investment for each of the topic areas.
- Add a description of the recommendations in the description column.

Current State	Future Vision	Operations Value	Risk Factor	Investment	Description



Operations Value: The value delivered to the organization and members if recommendations are implemented

Risk Factor: The level of current or future risk associated with not addressing current issue

Investment: The overall size of the resources investment, including money and people, associated with the initiative

Risk Register – Gap Analysis

Register Contents:

- A field to identify current **states of concern**
- A component to identify **future vision**
- Multiple functions to identify operations **value to change**
- Areas to **classify risk** if change is not made
- A section to identify **budgetary needs** to mitigate classified risks.

Communication

The programmes provided allow for easy avenues of assisting with **communication** about the sport to interested parties with ease and **consistency**.

The ESPG recommends that the “Plan on a Page” along with the “Strategy Dashboard” be posted on the FEI website so all can visually see the continuous progress being made on the plan.

Planning and Monitoring Progress

The Strategic Plan will constantly evolve through time. With said evolution, these tools will change significantly.

It is extremely important that when future updates are made to the plan, changes should be directly related to true needs of the sport. When proper information consideration is completed it will aid in the long term integrity and health of the sport for generations to come.

Lastly, the opportunity for change is strong – let's embrace it and protect the sport for the betterment of all equestrian activities!





ENDURANCE STRATEGIC PLANNING GROUP

Thank you

Action Plan

Action by	Action
30 Nov 13	NFs consulted on intermediate recommendations
Feb 14	FEI Endurance conference – debate KPIs
April 14	FEI Sports Forum: Consider operational plan for 2014/15 year Agree KPIs for first 5 years
May 14	Bureau approves strategic & operational plans & KPIs
Annually at FEI GA Nov	Review strategic plan, publish following year's operational plan & review progress against KPIs

ESPG Recommendations for Immediate Action (1)



Injuries data pilot project started

Increased levels of testing continues

By 1 Jan 2014 Officials' lists updated & enforced

New Ranking list introduced, including Trainers

FEI Independent Governance Advisors appointed & operational

Codes of Conduct published

ESPG

Recommendations for Immediate Action (2)

By 1 Jan 2014

- Officials appraisal arrangements operational
- Disciplinary procedures & penalties for athletes & officials reviewed
- Field of play access to be severely limited
- Bureau agree action plan



Lord Stevens

Equestrian Community
Integrity Unit



Integrity of the Processes

Conclusion

&

Next steps:

Take questions

FEI Bureau consider
immediate actions





ENDURANCE STRATEGIC PLANNING GROUP

Thank you