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
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**

<table>
<thead>
<tr>
<th>Event Venue &amp; Country</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

**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**

<table>
<thead>
<tr>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
</tr>
</tbody>
</table>

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 Équestre Internationale
HM King Hussein I Building, Chemin de la Joliette 8, CH-1006 Lausanne
Email: dominique.rochat@fei.org
Fax: + 41 21 310 47 80

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, 23** Edition, effective 8 November 2011
- **General Regulations, 23** Edition, 1 January 2009, updates effective 1 January 2013
- **Veterinary Regulations, 13** Edition, 1 January 2013
- **Equine Anti-Doping and Controlled Medication Regulations (EADCMP), 1** Edition, updates effective 1 January 2013
- All relevant disciplinary rules

In addition to the following FEI Codes of Conduct:
- towards 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

- Para Eq Dressage
- Reining
- Vaulting
- Driving
- Dressage
- Eventing
- Endurance
- Jumping

Year:
- 2002
- 2003
- 2004
- 2005
- 2006
- 2007
- 2008
- 2009
- 2010
- 2011
- 2012

Number of Events:
- 0
- 200
- 400
- 600
- 800
- 1000
- 1200
- 1400

Event Categories:
- Jumping
- Endurance
- Eventing
- Dressage
- Driving
- Vaulting
- Reining
- Para Eq Dressage
FEI EQUINE ANTI-DOPING AND CONTROLLED MEDICATION
INTEGRITY

RULES

PROFESSIONALISATION

MAIN

HEADING

ATHLETE’S GUIDE
EQUINE ANTI-DOPING
CONTROLLED MEDICATION
REGULATIONS

HOW TESTING WORKS

anti-doping efforts

fei

clear sport

clean sport
Endurance – Number Of Events 2008-2012

- Group I
- Group II
- Group III to IX (Group VII excl.)
- Group VII

<table>
<thead>
<tr>
<th>Year</th>
<th>Group I</th>
<th>Group II</th>
<th>Group III to IX</th>
<th>Group VII</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>475</td>
<td>221</td>
<td>107</td>
<td>98</td>
</tr>
<tr>
<td>2011</td>
<td>412</td>
<td>212</td>
<td>107</td>
<td>73</td>
</tr>
<tr>
<td>2010</td>
<td>429</td>
<td>188</td>
<td>111</td>
<td>66</td>
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<tr>
<td>2009</td>
<td>382</td>
<td>165</td>
<td>92</td>
<td>60</td>
</tr>
<tr>
<td>2008</td>
<td>307</td>
<td>97</td>
<td>83</td>
<td>60</td>
</tr>
</tbody>
</table>
## Number Endurance Starters In FEI Groups

<table>
<thead>
<tr>
<th>GROUP</th>
<th>GRAND TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>4,638</td>
</tr>
<tr>
<td>II</td>
<td>1,211</td>
</tr>
<tr>
<td>III</td>
<td>182</td>
</tr>
<tr>
<td>IV</td>
<td>434</td>
</tr>
<tr>
<td>V</td>
<td>120</td>
</tr>
<tr>
<td>VI</td>
<td>2,126</td>
</tr>
<tr>
<td>VII</td>
<td>4,489</td>
</tr>
<tr>
<td>VIII</td>
<td>690</td>
</tr>
<tr>
<td>IX</td>
<td>987</td>
</tr>
<tr>
<td>Grand Total</td>
<td>14,877</td>
</tr>
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</table>
FEI TESTING IN ENDURANCE AND POSITIVE CASES
2013 FEI Testing - By Disciplines*

*Up to 30 September 2013
Number of FEI Endurance Events Tested

<table>
<thead>
<tr>
<th>Year</th>
<th>Group I &amp; II</th>
<th>Group III to IX (Group VII excl.)</th>
<th>Group VII</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008</td>
<td>38</td>
<td>42</td>
<td>28</td>
</tr>
<tr>
<td>2009</td>
<td>45</td>
<td>35</td>
<td>31</td>
</tr>
<tr>
<td>2010</td>
<td>32</td>
<td>51</td>
<td>40</td>
</tr>
<tr>
<td>2011</td>
<td>40</td>
<td>39</td>
<td>49</td>
</tr>
<tr>
<td>2012</td>
<td>49</td>
<td>35</td>
<td>53</td>
</tr>
</tbody>
</table>
Endurance Total of Events 2008 to 2012 - By FEI Group

2008

- Group I & II
- Group III to IX (w/o VII)
- Group VII

2009

- Group I & II
- Group III to IX (w/o VII)
- Group VII

2010

- Group I & II
- Group III to IX (w/o VII)
- Group VII

2011

- Group I & II
- Group III to IX (w/o VII)
- Group VII

2012

- Group I & II
- Group III to IX (w/o VII)
- Group VII

Events tested vs Events not tested
## EADCMP Positive Cases in Endurance between 2008 and 2012

<table>
<thead>
<tr>
<th>Positive Cases</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group I</td>
<td>1</td>
<td>0</td>
<td>2</td>
<td>2</td>
<td>2</td>
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<tr>
<td>Group II</td>
<td>1</td>
<td>1</td>
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<td>Group III</td>
<td>0</td>
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</tr>
<tr>
<td>Group IV</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Group V</td>
<td>0</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Group VI</td>
<td>0</td>
<td>1</td>
<td>0</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Group VII</td>
<td>11</td>
<td>21</td>
<td>11</td>
<td>19</td>
<td>11</td>
</tr>
<tr>
<td>Group VIII</td>
<td>0</td>
<td>0</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Group IX</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
### 2013 Positive Substances*

<table>
<thead>
<tr>
<th>FEI GROUP</th>
<th>BANNED SUBSTANCES</th>
<th>ENDURANCE</th>
<th>CONTROLLED MEDICATION</th>
<th>ENDURANCE</th>
</tr>
</thead>
<tbody>
<tr>
<td>I&amp;II</td>
<td>1</td>
<td>0</td>
<td>13</td>
<td>1</td>
</tr>
<tr>
<td>IV</td>
<td></td>
<td></td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>VI</td>
<td></td>
<td></td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>VII</td>
<td>1</td>
<td>1</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>VIII</td>
<td>3</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>IX</td>
<td></td>
<td>2</td>
<td></td>
<td>0</td>
</tr>
</tbody>
</table>

*Up to 30 September 2013
## Positive EADCMP Cases in Endurance Global Overview*

<table>
<thead>
<tr>
<th></th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>No of Positive Cases</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>MEDICATION</td>
<td>9</td>
<td>11</td>
<td>9</td>
<td>19</td>
<td>10</td>
<td>9</td>
</tr>
<tr>
<td>BANNED SUBSTANCES</td>
<td>5</td>
<td>12</td>
<td>8</td>
<td>5</td>
<td>4</td>
<td>4</td>
</tr>
</tbody>
</table>

*Up to 30 September 2013
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
Event
VD submits a broad report
Vet Dept receives the report
Manual data transfer
Phase of FEI Events
Where FEI Injuries Recorded in Official Reports

- **In Competition**: 12%
- **Vet Gate (Endurance)**: 36%
- **Horse Inspection / Lame**: 4%
- **Not Known**: 46%
- **Transport**: 1%

- **In Competition**
- **After Competition**
- **Vet Gate**
- **Horse Inspection / Lame**
- **Not Known**
- **Transport**
- **Warm Up**
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*

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group I &amp; II</td>
<td>2</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Group VII</td>
<td>14</td>
<td>19</td>
<td>9</td>
</tr>
<tr>
<td>Rest of the World</td>
<td>4</td>
<td>2</td>
<td>1</td>
</tr>
</tbody>
</table>

*Official Reports
MEASURES UNDER WAY AND PLANNED
Problem Solving

- IDENTIFYING NEEDS and RISKS
- SITUATION EVALUATION
- INDENTIFYING NEEDS and RISKS
- REGULATIONS and ENFORCEMENT
- WORKING WITH OCS and NFS
- EDUCATION
- BETTER DATA SYSTEMS and ANALYSIS
- MONITORING AND FOLLOW UP
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
Global Pilot Endurance Injuries Surveillance

MAILED OR SCANS SENT TO FEI HQ
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
Plan on a Page – **Endurance Strategic Plan**

**STRATEGIC GOALS**

**Culture and Behaviour**
- Education
- Research
- Leadership
- Code of conduct
- Culture

**Structure & Governance**
- Independent Governance Advisors
- Trainer Registration and Ranking List
- Disciplinary procedures for athletes, trainers and officials
- Field of play access severely limited
- More technical course design
- Regular Review of the Governance structure for Officials
- Proper Induction Programmes
- Regular Review/Annual Appraisals
- Examination before Promotion
- Rotation
- Remuneration levels
- FEI Executives may not officiate
- Rules properly enforced
- Develop a Risk Register
- Review every rule
- Increase ride qualification standards
- Only experienced riders may compete
- Extend recovery periods for horses

**Foundation & Growth**
- Plan for a decade
- Annual operational plan
- Defining growth
- Infrastructure

**Communication and Marketing**
- Develop & implement a plan:
  - Internal awareness campaign
  - External “hearts and minds” campaign
  - Trainers’ ranking lists
  - Ranking list/award mechanism for “completions”
  - Awards programme for officials

**CRITICAL SUCCESS FACTORS**

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

**Structure & Governance**
- Ensure the appropriate structures and governance are in place to support long term, sustained development for the sport

**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

**VALUES**

**Clean sport**
- I will work with NF’s, athletes, trainers, officials and organisations 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

**Welfare**
- I will adhere to and promote the highest standards of equine welfare to ensure we meet the FEI’s Code of Conduct for Welfare of Horses

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

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

**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.
“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
Education and modern endurance

1905
STRATEGY & EDUCATION IN ENDURANCE

Goal to achieve the essential fit between:
- Internal strengths and weakness
- External opportunities and threats

Strategy as

Analytical process

Visionary and conception process
Transformation process

Reactive process

CONTEXT
ROOT CAUSES
POSSIBLE SOLUTIONS
CONCLUSION
EDUCATION

- CONTEXT

- ROOT CAUSES

- POSSIBLE SOLUTIONS

- CONCLUSION
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
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
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

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:
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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
Thank you for your time. Any comments concerning this proposal can be directed to the ESPG.
ENDURANCE STRATEGIC PLANNING GROUP

Thank you
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 worldwide:

- 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
Consistently, both before and the brief of the ESPG, field reports have indicated that the rules for endurance are adequate but the enforcement of the rules is unsatisfactory.

- 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 online 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.
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
**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 Federations

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
Thank you
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

**STRATEGIC GOALS**

- **Culture and Behaviour**
  - Education
  - Research
  - Leadership
  - Code of conduct
  - Culture
- **Structure & Governance**
  - Independent Governance Advisors
  - Trainer Registration and Ranking List
  - Disciplinary procedures for athletes, trainers and officials
  - Field of play access severely limited
  - More technical course design
  - Regular Review of the Governance structure for Officials
    - Proper Induction Programmes
    - Regular Review/Annual Appraisals
    - Examination before Promotion
    - Rotation
    - Remuneration levels
  - FEI Executives may not officiate
  - Rules properly enforced
  - Develop a Risk Register
  - Review every rule
  - Increase ride qualification standards
  - Only experienced riders may compete
  - Extend recovery periods for horses
- **Foundation & Growth**
  - Plan for a decade
  - Annual operational plan
  - Defining growth
  - Infrastructure
- **Communication and Marketing**
  - Develop & implement a plan:
    - Internal awareness campaign
    - External “hearts and minds” campaign
    - Trainers’ ranking lists
    - Ranking list/award mechanism for “completions”
    - Awards programme for officials

**CRITICAL SUCCESS FACTORS**

- **Culture & Behaviour**
  - Regulate, educate & provide support to ensure the highest standards of sporting integrity and horse welfare are developed and maintained
- **Structure & Governance**
  - Ensure the appropriate structures and governance are in place to support long term, sustained development for the sport
- **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

**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
- **Welfare**
  - I will adhere to and promote the highest standards of equine welfare to ensure we meet the FEI’s Code of Conduct for Welfare of Horses
- **Integrity**
  - I will work to the highest levels of sporting integrity in a professional manner, 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 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.
**Planning Tools - Strategy Dashboard**

<table>
<thead>
<tr>
<th>Strategies</th>
<th>Supporting Commitments</th>
<th>Staff Owner</th>
<th>Volunteer Support (as needed)</th>
<th>Cost ($000s)</th>
<th>Start Date</th>
<th>Due Date</th>
<th>Status &amp; Monthly Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>Structure and Governance</td>
<td>A. Regular review of governance structure for officials: Induction, Annual Appraisals, Examination before promotion, Rotation, Reporting Procedures and Renumeration levels.</td>
<td>Discipline Director</td>
<td>Endurance Committee</td>
<td>TBD</td>
<td>Jan, 2014</td>
<td>April, 2014</td>
<td>12345</td>
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<td>C.</td>
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**Strategy FAQ**

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<tr>
<th>A.</th>
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<th>C.</th>
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**Strategy AMC**

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**Strategy GHI**

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<th>A.</th>
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**Sample Document**

- **Status**
  - R: Off track
  - Y: Issues
  - G: On track
  - P: Pending
  - C: Complete

The ESPG Endurance Strategy | (YEAR) STRATEGY DASHBOARD
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

<table>
<thead>
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</thead>
<tbody>
<tr>
<td>TBD</td>
<td>Jan, 2014</td>
<td>April, 2014</td>
<td>1 2 3 4 5 6</td>
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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.

<table>
<thead>
<tr>
<th>Current State</th>
<th>Future Vision</th>
<th>Operations Value</th>
<th>Risk Factor</th>
<th>Investment</th>
<th>Description</th>
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Low ←-----------------→ High

**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.
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!
Thank you
# Action Plan

<table>
<thead>
<tr>
<th>Action by</th>
<th>Action</th>
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<tbody>
<tr>
<td>30 Nov 13</td>
<td>NFs consulted on intermediate recommendations</td>
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<tr>
<td>Feb 14</td>
<td>FEI Endurance conference – debate KPIs</td>
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<tr>
<td>April 14</td>
<td>FEI Sports Forum:</td>
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<td></td>
<td>Consider operational plan for 2014/15 year</td>
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<tr>
<td></td>
<td>Agree KPIs for first 5 years</td>
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<tr>
<td>May 14</td>
<td>Bureau approves strategic &amp; operational plans &amp; KPIs</td>
</tr>
<tr>
<td>Annually at FEI GA Nov</td>
<td>Review strategic plan, publish following year’s operational plan &amp; review progress against KPIs</td>
</tr>
</tbody>
</table>
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
Thank you