



FEI™ PARA EQUESTRIAN FORUM

Para Dressage Strategy Overview

Strategic Planning

- A plan of action designed to achieve a long-term or overall aim.
- Start with a detailed analysis of the current situation.



Situation Analysis

- A methodical review of the **internal** and **external** factors influencing the sport of para equestrian at the present time.
- Trends, statistics, strengths, weaknesses, opportunities and threats.



Key Elements of a Strategic Plan

- Mission Statement
- Vision Statement
- SWOT Analysis
- Strategic Goals & Objectives
- Operational Action Plans
- Resource Allocation
- Implementation & Ongoing Evaluation



| S | W | O | T |
|--|---|---|--|
| STRENGTHS | WEAKNESSES | OPPORTUNITIES | THREATS |
| <input type="checkbox"/> What you excel at | <input type="checkbox"/> Where you can improve | <input type="checkbox"/> Emerging trends | <input type="checkbox"/> New competitors |
| <input type="checkbox"/> Competitive advantages | <input type="checkbox"/> Competitive disadvantages | <input type="checkbox"/> Competitor weaknesses | <input type="checkbox"/> Low customer satisfaction |
| <input type="checkbox"/> Proprietary resources | <input type="checkbox"/> Weak brand | <input type="checkbox"/> Market growth | <input type="checkbox"/> Negative industry or economic outlook |
| <input type="checkbox"/> Tangible assets | <input type="checkbox"/> Inefficient processes | <input type="checkbox"/> Geographic expansion | <input type="checkbox"/> Competing technology |
| <input type="checkbox"/> Intellectual property | <input type="checkbox"/> Resource gaps or constraints | <input type="checkbox"/> New technology or capabilities | <input type="checkbox"/> Negative press coverage |
| <input type="checkbox"/> Brand awareness & reputation | <input type="checkbox"/> Narrow profit margins | <input type="checkbox"/> New niches | <input type="checkbox"/> Declining market |
| <input type="checkbox"/> Exclusive relationships or partnerships | <input type="checkbox"/> Financial challenges | <input type="checkbox"/> Cash infusion | <input type="checkbox"/> Legal constraints |

Vision

A **Vision Statement** outlines our long-term goals and aspirations for the future in terms of the long-term growth and development of the sport. While our mission defines what para equestrian currently does and stands for, our vision statement reflects our goals and ideals for the future.



Process for Developing our Vision Statement

1. Identify important stakeholders. ...
2. Start with a list of keywords. ...
3. Answer foundational company questions. ...
4. Sort your answers by importance. ...
5. Write your company's vision out longform. ...
6. Step back and evaluate. ...
7. Write your final vision statement

FEI Vision Statement

“To grow our sport globally with ethical equine and human participation at its centre”

Para Dressage VISION

To grow globally, achieving sporting excellence and equality through the ethical bond between horse and human.



Developing a Mission Statement

Steps

Step 1: Gather Information, Form a Planning Team and Organize a Meeting.

Step 2: Define Whom the Organization Serves.

Step 3: Clarify What the Organization Does.

Step 4: Explain Why the Organization Does What it Does.

Step 5: Describe How the Organization Delivers Products and Services

Mission

- A **Mission Statement** is a short statement of why Para Dressage exists, what our overall goals are, the goal of our operations: what kind of product we provide to our primary stakeholders, and our geographical region of operation.
- A declaration of why Para Equestrian is important.

FEI Mission Statement

“To provide global leadership and drive the growth of our sport from youth to elite by functioning as a modern organisation that is committed to working together with our community to collaboratively guarantee horse and human athletes’ welfare, integrity, excellence and sustainability in all activities of our sport.”

Para Dressage Draft Mission:

- We maintain a supportive and inclusive community, providing achievable pathways from grassroots to elite levels through ongoing learning and development. Para Dressage not only motivates individuals but also brings societal benefits.
- We are committed to the guardianship of the horse. We aim for harmony through synergy between horse and human, fostering a unique and collaborative bond.
- We ensure fairness and transparency in our sport. We strive for best practices in classification and officiating.
- Our sport showcases the abilities of every horse and rider to engage the World.

FEI Values

- Horse First
- Leadership
- Service Oriented
- Commitment
- Integrity
- Excellence
- For today and tomorrow



Strategic Goals and Imperatives

- A strategic imperative is a goal or objective that has the highest priority.
- Examples for Para Equestrian might include:
 - Equine Welfare
 - Paralympic Status
 - Officials
 - Human Athlete Well-being & Safeguarding
 - Youth
 - Communication & Engagement
 - Innovation & Development

Operational Plans

- Once the Strategic Imperatives have been defined, then clear Operational Plans can be developed to deliver each one. These operational actions should be time dependent and specific and will define the key deliverables for the FEI, PETC, Working Groups and Standing Committees.

Ongoing evaluation and reporting

- Progress against the plan should be reported as a standing item at each PETC meeting.
- A KPI dashboard should be developed to track progress.
- The plan is flexible and adaptable to changing internal and external factors.



Next Steps

- Identify key stakeholders and organise consultation.
- Finalise overarching Mission and Vision.
- Agree Strategic Imperatives for Para Dressage.
- Agree Operational Objectives and Timeframes.
- Launch Strategic Plan.
- Implement.
- Continuous Review.



FEI™ PARA EQUESTRIAN

**Dressage Strategic Action
Planning Working Group**

October 1 Dressage Stakeholders Meeting - Participants

- International Dressage Riders Club (IDRC)
- International Dressage Trainers Club (IDTC)
- International Dressage Officials Club (IDOC)
- Dressage Organisers (DO)
- European Equestrian Federation (EEF)
- Pan American Equestrian Federation (PAEC)
- FEI Dressage Technical Committee (DTC)
- FEI Para Dressage Committee (PETC)
- FEI Veterinary Technical Committee (VTC)
- FEI Dressage Steward General
- FEI Team



Key Discussion Areas

- Dressage Social Licence to Operate
 - Current status, public opinion / sentiment regarding Dressage
 - Dressage over recent decades
- What is the Dressage we aspire to?
 - Object of Dressage
- Framework / next steps
 - Collective responsibility

Dressage Social Licence to Operate



FEI Equine Welfare Strategy

Welfare vision:
A Good Life for Horses
To acknowledge and respect the natural needs of horses within the context of international equestrian sports

Welfare mission:
We serve as the guardians of FEI horse welfare with the overall mission to lead, drive and develop the highest standards of equine welfare in equestrian sport globally.
We do this by formulating and implementing rules, guidelines, educational programs and other initiatives, and if necessary, applying sanctions to ensure the standards we expect.

A photograph of a woman in a cap leading a horse. The image is overlaid with a semi-transparent purple filter. The text is in white and black, providing details about the FEI Equine Welfare Strategy.

Paris Olympic Games 2024



Dressage & Equine Welfare

1. General Sentiment
2. Key Areas of Criticism
 - Training Methods
 - Judging and Scoring
 - Specific Incidents
3. Focus on Individual Athletes
4. Content Sensitivity
5. Public Perception and Transparency

During Paris24

- 24 allegations of horse abuse
- 19 of which were for Dressage
- 20'000 photographs sent to FEI for review

Petitions to the IOC to ban equestrian sport– during and post Paris24

- 83,510 [PETA](#) (approximately 30K in one week only!)
- 59,693 [Care2petitions](#)
- 40,264 [Change.org](#)
- 9,629 [The Animal Rescue Site](#)
- 1,459 [petition Shaunak All That Breathes](#)

[joint letter](#) from “One voice”, “PAZ”, “L214”, “Peta France” and “Gaia” to the IOC,

Dressage over recent decades

- History of Dressage in the Olympic Games
- Evaluation and Assessment of the sport
 - Numbers and positioning of judges
 - Format and duration of the competition
 - DoD and GPFS
 - New technologies - AI
 - Judging of young horse classes
- Impact of Breeding and Genetics





Whole of Life Care

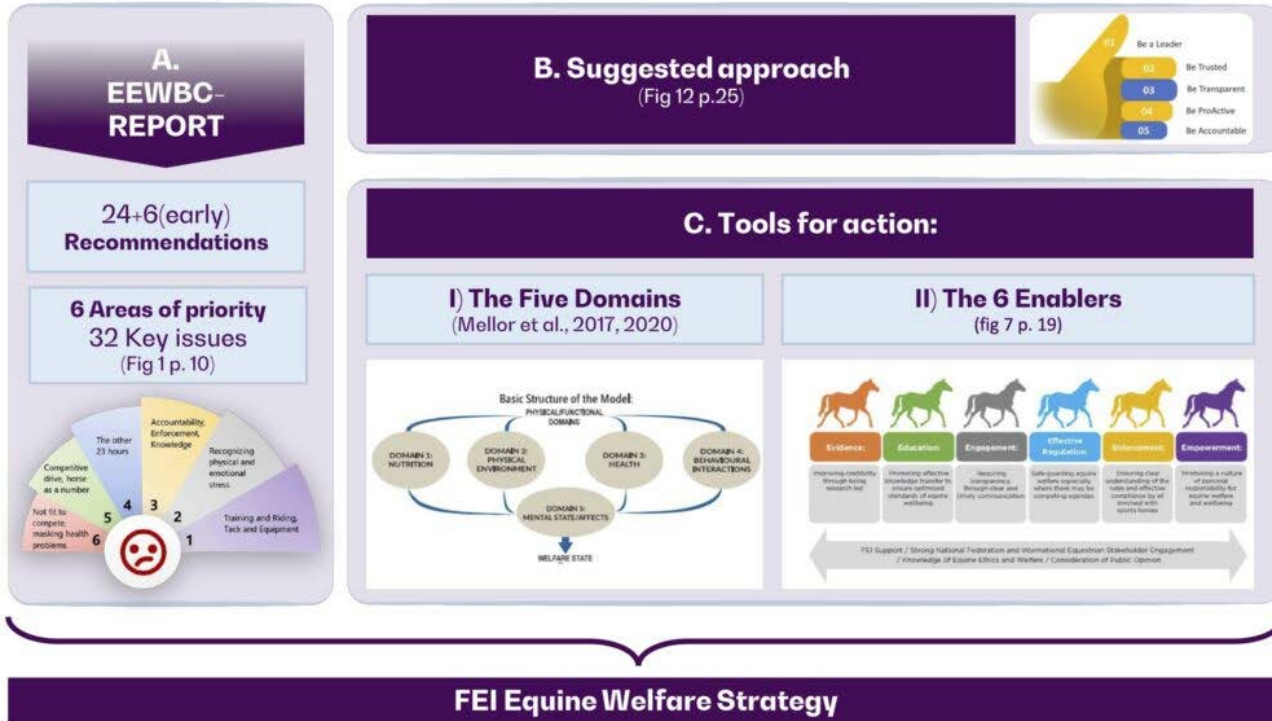
Social Licence to Operate



What is the Dressage we aspire to?

- The object of Dressage is the development of the horse **as a happy athlete in a positive mental & physical state** through **harmonious** education. **Allowing** the horse to be **calm, supple, loose and flexible**, but also confident, attentive and keen, thus achieving perfect understanding with the rider.
- These qualities are revealed by:
 - The **freedom and regularity** of the paces.
 - The **harmony, lightness and ease of the movements**.
 - The **lightness of the forehand** and the engagement of the hindquarters, originating from a lively impulsion.
 - The **acceptance of the bridle, with thoroughness without any tension or resistance**.

Equine Welfare Strategy Action Points



| FOCUS AREAS | ACTIONS | | | | | | | | | | |
|---|--------------------------------------|-----------|------------------------------|-------------|---------------------------|----------------------|-------------------------------|----------------|-----------------------------------|-----------------|-----------------------------|
| 1. Training, Riding, Tack & Equipment | Ethical Training Methods | | Hyperflexion/ Rollkur | | Bits | | Double Bridle | | Nosebands | | Spurs |
| 2. Recognising Physical & Emotional Stress | Safety | | Post-Mortem | | Equestrian Charter | | Article 142 GRs | | Code of Conduct | | Physical & Emotional Stress |
| 3. Accountability, Enforcement & Knowledge | Field of Play Regulations | | Accountability & Enforcement | | Video Simulation Training | | Lack of Vet or Steward Checks | | Tradition Vs Scientific Knowledge | | |
| 4. The Other 23 Hours | Out of Competition Testing Programme | | Self-Control Programmes | | | | | | | | |
| 5. Competitive Drive/Horse as a Number/Object | Career Profiling of Jumping Horses | | WBFSH Study | | | | | | | | |
| 6. Not Fit to Compete/Masking Health Problems | Veterinary Delegate Seminar | | Oral Cavity Project | | Make Use of Good Examples | | EPSL | | Article 14.1 EADCMRs | | |
| 7. Other Actions | 5 Domains | Vet Dept. | IAC | Welfare Hub | KERs | Horse App & Database | Transport Legislation | Comms Strategy | EWG | Project Funding | Reporting Mechanism |

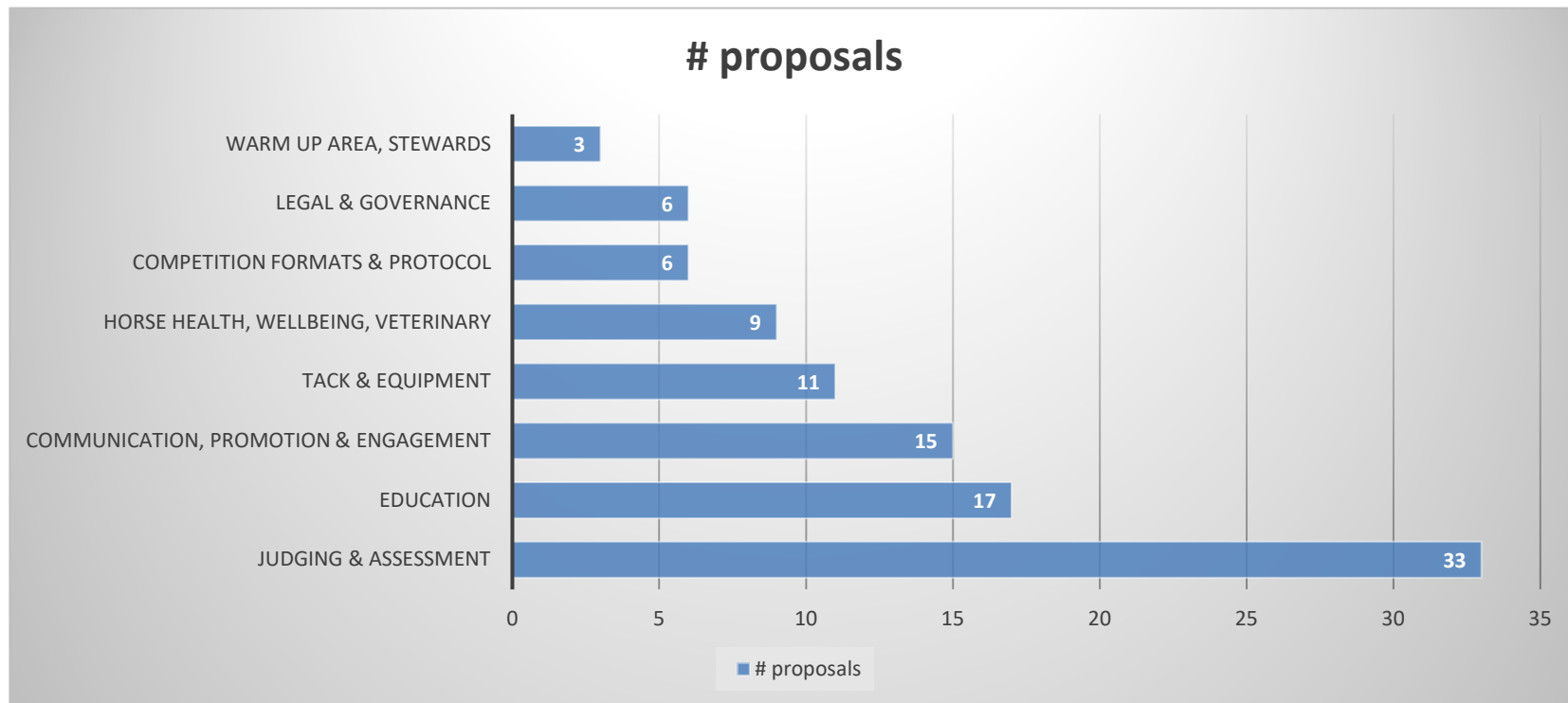
Research & Development

- Oral cavity project
- Noseband measurement
- Noseband field study
- Blue tongue review
- Comparison of rein tension – double bridle and snaffle
- Evaluation of the SLEIP-app as support at CCI L Horse Inspections
- Mette Uldahl – ‘colours of the mucosa in the oral cavity of the horse’

Open Discussion

- Judging and Assessment
- Training
- Stewarding
- Athletes
- FEI Rules
- Communications / Social Media
- Research and Scientific Publications

Summary of proposals received in advance of October 1st meeting



Next Steps / Strategic Action Plan

- Establish the Dressage Strategic Action Plan Working Group.
- Framework of Equine Welfare / Action Plan.
- Utilize the FEI Rules Revision Process for implementation of Rule Changes.
- Launch and communicate the process, timeframes and milestones for delivery.
- Commence process to Identify and assign an FEI Registration number to all Dressage Trainers attending FEI events.
- Code of Conduct Agreement for all Dressage Stakeholders registering from 01st January 2025.

Membership Composition

- George Williams (USA) – Chair
- Monica Theodorescu (GER)
- Raphael Saleh (FRA)
- Gareth Hughes (GBR)
- Kyra Kyrklund (FIN)
- Klaus Roeser (GER)
- Lise Berg (DEN)

Dressage Strategic Action Plan Working Group

- **Purpose / Task:** To review, coordinate and propose the Strategic Action Plan for Dressage, aligned with the agreed Object of the sport.
- **Term:** Initial Term 2 years (until 01 Jan 2027)

Rules Revision Process

- **2025 for 2026** (partial Rules Revision Process – fastrack any specific recommendations related to the wellbeing of the Dressage Horse).
- **2026 for 2027** (full Rules Revision Process – Key changes arising from the strategic planning process to improve the sport, e.g. format changes, judging and assessment etc).

Key Dates / Timeline

| Event | Date |
|-------------------------------------|-------------------------|
| Dressage Stakeholders Meeting | 01 October 2024 |
| IDRC / IDTC / IDOC Meeting (Ermelo) | 4 - 5 November 2024 |
| FEI General Assembly (Abu Dhabi) | 10 - 13 November 2024 |
| 2024 Rules Revision Effective | 1 January 2025 |
| Rule Revision Proposals 2026 | 1 March 2025 |
| FEI Sports Forum (Lausanne) | 31 March - 1 April 2025 |
| FEI General Assembly 2025 | TBC |
| Rule Revision Proposals 2027 | 1 March 2026 |
| 2026 Rules Revision Effective | 1 January 2027 |

