

Inspiration! Freedom! Fun!

RDA Carine

(Riding for the Disabled Association of
Western Australia – Carine Group Inc.)

Strategic Plan

2023 to 2025



Therapeutic Riding..

Develops abilities,



Enriches lives

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Disclaimer: Throughout this booklet the clients of RDAA and RDA Carine are generally referred to as participants.

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RDA Organisation

Participants

- Participants of RDA Carine become a member of RDA Australia (RDAA)
- They are covered by RDAA Insurance
- They are the core of all RDA Carine activities and decisions.

Centre

- RDA Carine is an Incorporated Association entity managed by a Committee
- Provides quality sessions for participants
- Support and train volunteers
- Support coaches in training
- Provide horses
- Fundraise

National Body

- RDA Australia (RDAA) is run by a board of management
- Development of policies
- Training and accreditation of coaches
- National member insurance
- RDAA is responsible for the running of the centre's.

RDA Australia (RDAA) is part of a world-wide movement of therapeutic riding associations and is a member of HETI (Horses in Education and Therapy International).

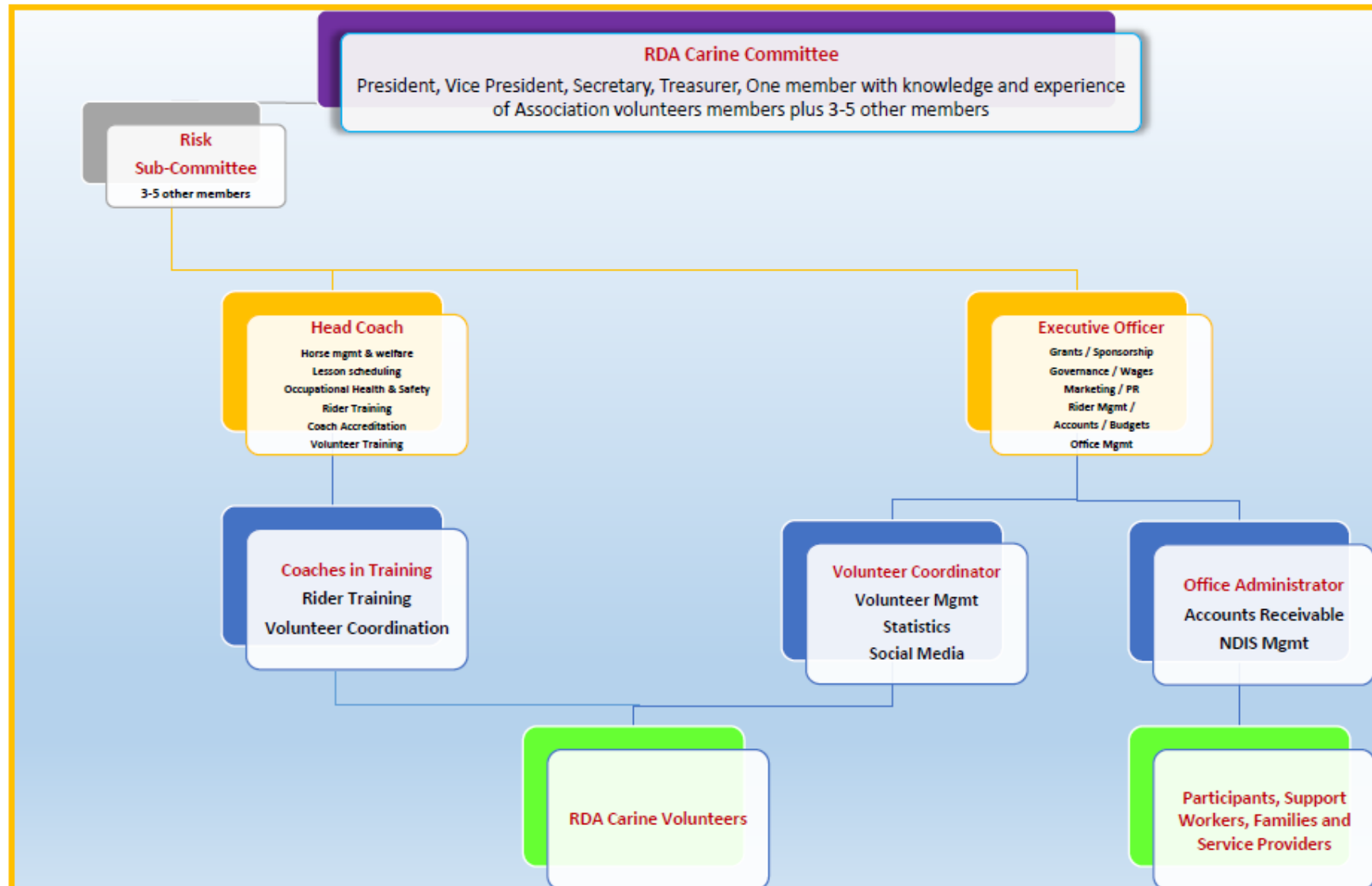
At the national level, RDAA is responsible for the development of policies, training and accreditation of coaches and national member insurances.

RDA Carine is a member of RDAA in accordance with policies and procedures. All RDA Centres in Australia must have a committee of management. The committee performs the functions of managing finance, fundraising, property management and governance of the Centre.



RDA Carine Organisational Chart

RIDING FOR THE DISABLED ASSOC. CARINE - ORGANISATIONAL STRUCTURE – OCTOBER 2022



INTRODUCTION

RDA Australia supports State and Associate Members to enable people with varying abilities or additional support needs to experience enjoyment, challenge and a sense of achievement through equestrian activities to improve their quality of life, attain personal goals and develop life skills.

RDA Carine has been going for over 40 years and is the largest of the State's RDA Centres. The Centre currently has around 140 participants with various degrees of ability who attend sessions weekly and there are currently another 100 plus on the waiting list to access our programs.

Participants come from the immediate and surrounding areas and as far as Fremantle, Hamilton Hill, Alkimos, Ballajura, Victoria Park and even Manjimup, Wyalkatchem and Margaret River.

The Centre, which sits on approximately 14 acres of Council owned land in Monyash Road Carine operates six days a week. The organisation is reliant on volunteers and accredited coaches. Currently there are approximately 45 people who volunteer on a regular weekly basis and another 15-20 who drop in to provide some assistance.

Our participants' ages range from 3 to 70 with a wide range of disabilities which include Spina Bifida, Cerebral Palsy, Muscular Dystrophy Multiple Sclerosis, Vision Impairments, Intellectual Disabilities, Down Syndrome and Autism. They come direct to the Centre or via Educational programs at schools, Rocky Bay Disability Services etc.

The three-dimensional movement of the horse provides neuromuscular stimulation similar to that of a human walking, which promotes improved strength, balance, coordination, flexibility and confidence.

The results vary with the degree of ability and other factors however, the RDA programs improve the abilities and lives of those involved and the community in general. We have seen instances of children who are wheelchair users being able to improve to the extent that they can stand, sit on a horse and even walk without assistance with much of the development being attributed to RDA. We have people with significant disabilities who now hold down regular work through interpersonal skills development and confidence gained via RDA. All development is measured and reported on.

Like so many people, RDA Carine's services throughout the last three years were interrupted because of the COVID-19 Pandemic. We, as an Organisation, will find new ways to rebuild and grow.



FROM OUR CHAIR

Dear Members,

I am pleased to be able to present to you the Strategic Plan for RDA Carine for 2023 – 2025.

RDA Carine is a community based not-for-profit organisation and has been providing important community support for over 40 years. RDA Carine provides therapeutic equine assisted activities, which help people with disabilities and special needs achieve goals that develop their abilities and enriches their lives. The work our volunteers are doing makes a direct and measurable difference to a lot of people fortunate enough to be associated with this organisation.

RDA Carine is the largest of the Western Australia's RDA Centres. The Centre currently has around 140 participants with various degrees of disabilities who attend sessions weekly and there are currently another 100 plus on the waiting list to get into our programs.

The following Strategic Plan represents a large body of work and dedication by our volunteers and builds on the long history RDA Carine has in the community. It seeks to build and expand our rider base and provide a range of new and innovative equine therapies.

Through the hard work and dedication of our volunteers the organisation is in great shape as we seek to grow and thrive into the future. Amongst other things the Strategic Plan provides a framework to work collaboratively and respectfully with our stake holders: volunteers, administrators, coaches, participants, their families and care givers; and in the community that are touched by this great community organisation.

Please consider the plan carefully and let's all work together to implement the objectives within this plan, as we build on our core objectives and continue to work to improve and enrich the lives of our participants and their families and our community.

Ian Stuart
Chair



PROGRAM FRAMEWORK



VISION & VALUES

To be acknowledged in Western Australia as a leader in equine – that provide assisted therapeutic, educational, recreational and sporting activities to those with varying degrees of ability leading to enriching their lives.



01 — Excellence

RDA Carine is not about competition but is always striving for the best - personally, professionally and practically in the provision of therapeutic equine activities.



02 — Inclusive

RDA is a welcoming place where we include all participants.



03 — Respect

RDA is a safe environment where individuals are treated with respect and are respectful towards others and the organisation.



04 — Innovative

RDA Carine demonstrates that looking at things differently can change a life, encouraging new ways of thinking.



05 — Community

RDA is made up of many communities, working together towards enriching the lives of people.

MISSION & OBJECTIVES

Mission Statement

RDA Carine aims to enable people with varying degrees of ability to experience enjoyment, challenge and a sense of achievement through participation in equestrian activities to improve their quality of life, attain personal goals and develop life skills.



SUPPORT AND ASSIST PEOPLE WITH ADDITIONAL SUPPORT NEEDS

Be recognized as a high quality Western Australian service provider that supports people to safely engage in and enjoy equestrian activities.



GROW CAPABILITY AND CAPACITY

Build the capability and capacity of RDA Carine to extend and expand the services it offers which is customized to our user base needs.



BE SUSTAINABLE AND VIABLE

Ensure the organisation is sustainable, viable and relevant.



BE INNOVATIVE IN OUR APPROACH

Continue to deliver our programs with new innovative and exciting concepts to engage with our participants.

RDA Carine will achieve our objectives through the Strategic Framework outlined in the following pages.



SUPPORT AND ASSIST PEOPLE WITH VARYING DEGREES OF ABILITY OR ADDITIONAL SUPPORT NEEDS

Be recognised as a high-quality Australian service that supports people to safely engage in and enjoy equestrian activities.

STRATEGY 1.1

Delivery of quality programs and services that are accessible to and actively engage people with varying degrees of ability or additional support needs.

OBJECTIVES

- Undertake an organisational review.
- Develop channels for collaboration and communication across all stakeholders and members of RDA Carine.
- Develop long term coaching frameworks that include coaches' strategies to include training, development and resources.

STRATEGY 1.2

Evaluate outcomes of individual program to identify and implement opportunities for improvement.

OBJECTIVES

- Assess national and centre specific policies, processes and systems efficiency to deliver quality services to stakeholders.
- Review Information Technology needs and assess against current and future needs.



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STRATEGY 1.3

Review the met and unmet needs and barriers to service target populations, increase organisational understanding to assist members in providing diversified service offerings.

OBJECTIVES

- Research and evaluate to better understand our unmet needs and identify barriers to entry to engage service offerings.
- Consider further development of other equine activities.
- Undertake mapping of current programs and services and assess against perceived requirements.

STRATEGY 1.4

Increase public awareness and engagement with the Riding for the Disabled Association Carine brand and services.

OBJECTIVES

- Development of marketing, communications and public relations plan.
- Development of a corporate sponsorship prospectus which provides potential corporate social responsibility opportunities for sponsors / donors.
- Review the Riding for the Disabled Carine branding and consistency of messaging (online, publications, rhetoric).
- Consider introduction of an ambassador program.

STRATEGY 1.5

Actively engage with the other RDA Western Australian centres to assess service delivery opportunities and challenges.

OBJECTIVES

- Connect with, consult and collaborate with the Riding for the Disabled network.
- Identify resources and tools available to members to assist in the strengthening of Riding for the Disabled – Carine.



GROW CAPABILITY AND CAPACITY

Build the capability and capacity of Riding for the Disabled Carine to extend and expand the services it offers.

STRATEGY 2.1

Build RDA Carine framework to continue to meet scope and scale of service offered, skillsets and member needs.

OBJECTIVES

- Assess workforce needs for service offerings. Review training and development needs. Identify skill sets required to meet the needs.
- Facilitate regular meetings to engage workforce needs and staff collaboration.

STRATEGY 2.2

Investigate opportunities for service delivery in diverse populations and communities.

OBJECTIVES

- Assess the demand for services in broader populations.
- Assess the centre's capacity to expand services (i.e horses; staff; area; hours of activity).
- Develop plans to support the delivery of services to this demographic.

STRATEGY 2.3

Explore collaborations that enable RDA Carine to broaden service offering through partnerships and alliances.

OBJECTIVES

- Use research findings from Strategies 2.1 and 2.2 to consider potential collaborations that target growth areas.
- Seek funding that allows expansion of services in broader demographics.

BE SUSTAINABLE AND VIABLE

Ensure the organisation is sustainable, viable and relevant.

STRATEGY 3.1

Deliver quality programs and services that meet legislative and contractual requirements.

OBJECTIVES

- Identify legislation and contracts.
- Communicate our programs and services offered by Riding for the Disabled Carine to the wider public.
- Monitor and review RDA Carine's service delivery, contractual and legislative obligations.
- Ensure coach capability (competency and volume) through provision of training, development and resources.

STRATEGY 3.2

Increase public awareness of Riding for the Disabled Association - Carine and its services to grow a diverse member base.

OBJECTIVES

- Develop a marketing, communications, social media and public relations plan.
- Use research data obtained through strategies in Objective 2.
- Consider partnerships with other disability and related organisations.
- Seek avenues for positive publicity.
- Elevate positioning through social media.
- Develop a recruitment promotional strategy to attract coaches and other volunteers.

STRATEGY 3.3

Increase the range of funding sources.

OBJECTIVES

- Allocate resources to explore funding sources (eg, matched funding, sponsorship, fundraising, philanthropy, fee for service).
- Forecasting and cash flow and income projections.
- Consider network based fundraising strategy.

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STRATEGY 3.4

Ensure governance and operations are appropriately resourced and skilled to achieve strategic objectives.

OBJECTIVES

- Conduct committee performance reviews annually.
- Ensure active succession planning for RDA Carine committee and staff.
- Identify and establish ways to partner with key stakeholders.
- Develop organisational efficiency and effectiveness measures.
- Establish a plan for ongoing review of policies and procedures.

STRATEGY 3.5

Increase proactive collaboration and communication between the National Office and Associate Member Offices.

OBJECTIVES

- Review formal guidelines regarding communication between members and RDA Carine.
- Establish guidelines regarding roles and responsibilities of Members and Riding for the Disabled Carine.



BE INNOVATIVE IN OUR APPROACH

Continue to deliver our programs with new innovative and exciting concepts to engage with our participants.

STRATEGY 4.1

Deliver programs that are innovative and engaging.

OBJECTIVES

- Research new adaptive and modified equipment available in the market.
- Research into matching the horse movement to participants.
- Investigate programs to generate revenue for the centre.
- Deliver Hippotherapy program to both adults and children with acquired/developmental neurological deficits.
- Provide interdisciplinary support for Hippotherapy sessions to assist clients in achieving functional goals.

STRATEGY 4.2

Contribute to ongoing research related to equine assisted therapy.

OBJECTIVES

- Collaborate with therapists, volunteers and RDA staff to assess research topics.
- Liaise with higher education facilities to support research projects related to equine assisted therapy.
- Contribute to evidence based research through documentation of case studies and qualitative research studies.

STRATEGY 4.3

Provide training opportunities for undergraduate and post graduate students.

OBJECTIVES

- Invite undergraduate and post graduate Physiotherapy, Occupational Therapy and Speech Pathology students to participate in Hippotherapy sessions at RDA Carine.
- Invite undergraduate and post graduate Animal science and Veterinary students to assist with horse welfare and running of programs at RDA Carine.
- Provide support to undergraduate and post graduate students with research projects related to community access for individuals with a disability.

ACKNOWLEDGEMENTS

Riding for the Disabled Carine extends our thanks to past and current sponsors and supporters for their continued funding and commitment to our sport in this state.

We are gratefully appreciative of State Government and Local Government funding agencies such as Lotterywest; Healthway; City of Stirling for their ongoing support to RDA Carine. In addition, organisational partner Telethon for their ongoing contribution and support to our organisation and our local community and business sponsors.

RDA Carine acknowledges the Whajuk Noongar people as the traditional owners of the land we now share. We respect the knowledge, culture and understandings held by the Elders, past, present and future.

REVIEW PROCESS FOR THE STRATEGIC PLAN

Riding for the Disabled Carine is committed to the improvement of its governance model by reviewing this plan annually in consultation with members and key partners. In between these reviews, the committee will track the progress by establishing an agenda item at committee meetings. This will allow for any modifications and/or changes to the plan to be discussed, recorded and implemented to maintain the direction of the Strategic Plan over its three-year cycle.



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