

Inspiration! Freedom! Fun!

# RDA Carine

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

## Annual Report 2022 to 2023



*...developing  
abilities,*



*enriching  
lives...*

## INTRODUCTION

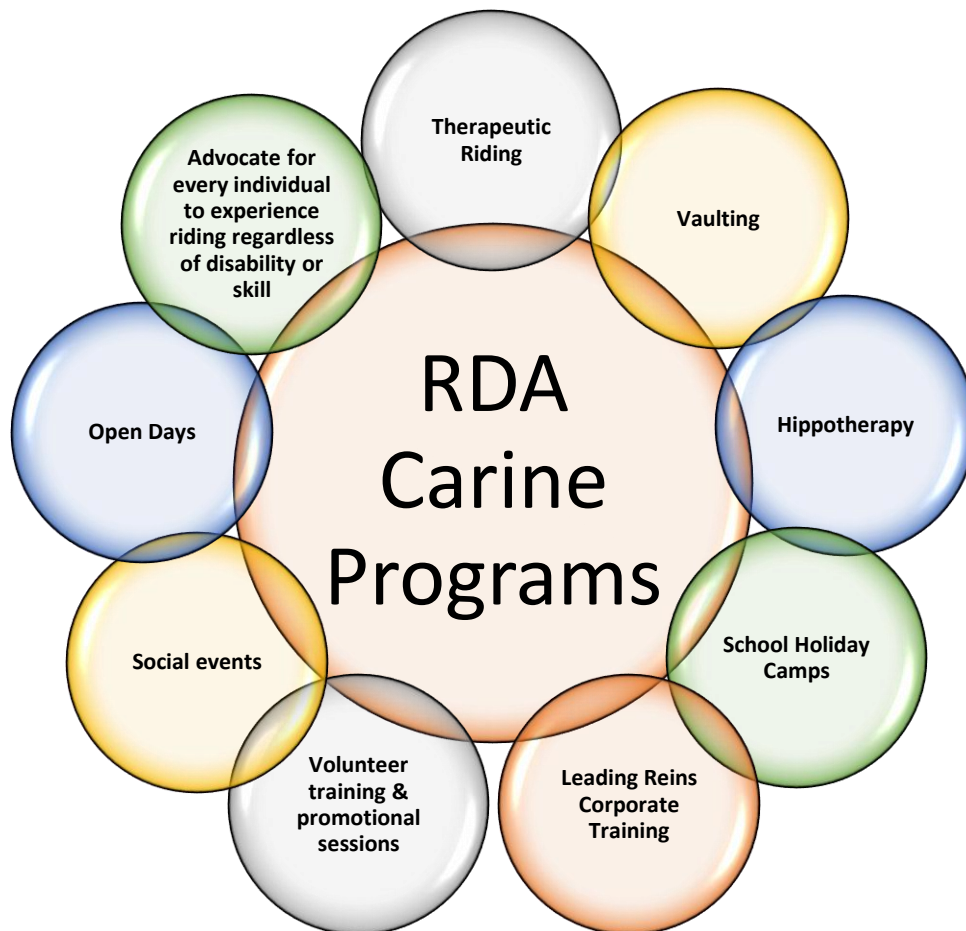
Dear Friends, Supporters, and Benefactors,

It is with great pleasure and immense gratitude that we present the annual report for Riding for the Disabled Carine for the 2022 to 2023 financial year. As we reflect on the past twelve months, we are filled with profound appreciation for the unwavering support from our dedicated volunteers, generous donors, committed partners, and the wider community. Your collective contributions have empowered us to continue our mission of making a difference in the lives of individuals with disabilities.

### About Riding for the Disabled Carine:

Riding for the Disabled Carine is a compassionate and inclusive non-profit organization, nestled in the heart of Carine Open Space, Carine. For over 45 years, we have been passionately committed to enriching the lives of children and adults living with physical, intellectual, or emotional challenges through equine-assisted therapy and activities. Our focus lies in harnessing the transformative power of horses to provide therapeutic, educational, and recreational experiences that foster physical, emotional, and social development.

## PROGRAM FRAMEWORK



## MESSAGE FROM OUR PRESIDENT

***RDA Carine acknowledges the traditional custodians of the land, the Wadjuk people of the Nyoongar Nation and pays respect to the elders both past and present for they hold the memories, the culture and hopes of Aboriginal Australia.***

Dear Members and Stakeholders,

I am honoured to present the President's Report for Riding for the Disabled Carine for the financial year 2022-2023. This year has been a testament to the dedication and resilience of our team, volunteers, participants, and supporters. The 2022-2023 fiscal year has been marked by significant achievements, operational improvements, and financial stability. Riding for the Disabled Carine continues to grow and evolve providing invaluable therapeutic riding services to individuals with disabilities in our community.

The staff and volunteers have continued to deliver our Therapeutic Riding and Hippotherapy programs in challenging times. Their unwavering enthusiasm and passion to serve others in our community are changing lives. In addition to our program, the ever popular 'Own a Horse for the Day' and 'Leading Reins Corporate Training' continued outside our ordinary curriculum. Our instructors and therapists worked diligently to refine our therapeutic riding curriculum, ensuring that it meets the diverse needs of our participants and adheres to the highest industry standards.

We successfully completed several maintenance and improvement projects, including the upgrade of the breezeway between the stalls and arena, enhancing safety and accessibility for all participants. Planning for a new Hippotherapy project requiring repurposing rooms and sheds commenced in preparation this exciting new addition to the RDA Carine centre.

Volunteer numbers have increased substantially from 130 at the end of last financial year to 175 at the end of this financial year. A constant review of the recruitment, induction and retainment process of volunteers continues by Volunteer Manager, Suzi Byrne. Suzi has performed a phenomenal job implementing all new policies, procedures, and documentation to ensure a quality pool of skilled and trained volunteers.

After a rocky year due to COVID19 in the last financial year, our rider numbers increased from 129 to confidently finishing this financial year with 153 registered riders.

Under the guidance and supervision of Sarah Lamb, our Therapeutic Riding program coordinator, and Charissa Scotford, Hippotherapy program coordinator and Coaches Jo Massey and Emma Lamb, we navigated our way through a year of change and progress. Our staff, our Coaches in training and skilled volunteer team, managed to deliver 1283 program sessions – a phenomenal 58.2% increase from last year across 38 weeks with our riders participating 6174 times plus 5 school camps and 2 corporate training sessions.

Our volunteers contributed 13,877 hours to the value of \$666,280.00 across the 2022/2023 financial year. A huge thanks must go out to Sarah for her phenomenal leadership and to her dynamic team supporting the program.

Throughout the year our Executive Officer, Di Bruce supported by Karan Worsdell and Suzi Byrne updated and developed the organisational procedures, policies and developed several partnerships with collaborations notably with Telethon, Healthway delivering the Act~Belong~Commit message and City of Stirling. We have met with our local member, Paul Lilburne MLA and have planned meetings with the relevant State Ministers to further increase our profile and establish other funding opportunities.

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Throughout the year 10 volunteer training days/evenings were held covering many topics such as;

- Work Health & Safety Act 2020 & Current Legislation
- Equine related first aid
- Mental Health first aid
- Pony Play
- Leading a Horse
- Emergency Dismounts
- Horse Behaviour & Horse Personalities
- And much more.....

Financially, the organisation has consolidated and maintained a strong position. Total revenue increased by 44% compared to the previous year, largely due to increased community support and targeted fundraising efforts. Additionally, prudent cost management strategies have allowed us to maintain healthy operational reserves with an increase in net profit from the last financial year. Despite the last three years of navigating our way through COVID19, lockdowns, decrease in rider revenue, the organisation is in a very sound position and thanks must go to Russell Lamb, our Treasurer for developing and maintaining the budget and cash flow forecasts. Notable Funding successes include:

Grant Agency	\$ awarded 22/23 FY
Leewin Lunch	\$104,567.00
OTTWA	\$7,000.00
Telethon	\$63,015.00
Apex	\$1,000.00
City of Stirling	\$1,740.00
Healthway	\$18,840.00
State Govt of Western Australia	\$12,500.00
<b>TOTAL</b>	<b>\$208,662.00</b>

Special thanks must go to our Executive Officer Di Bruce whose hard work and enthusiasm over the last three years have ensured RDA Carine has not only navigated very uncertain times but has emerged stronger and in a very sound position both financially and operationally. Di will be leaving us next year and I extend our very best wishes to Di and her family in her next adventure.

## Thanks and recognition to outgoing 2021 to 2022 Committee members

- Joan Douglas (Secretary)
- Jenny Forward
- Nicola Shearman
- Andrea Shaik

## Thanks and recognition to our 2022 to 2023 Committee members

- Russell Lamb (Treasurer)
- Nadia Aurisch (Vice President)
- Karla Illingworth
- Hannah Edmondson
- Phil Hedgcock
- Jud Milligan
- Kellie Harris-Doolan
- Jill Tanner
- Anne Morrell

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## Thanks and recognition to our valued sponsors

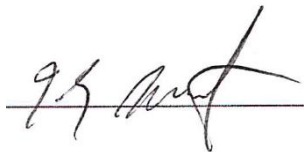
### Our sponsors

- Act Belong Commit
- Healthway
- Telethon
- Lotterywest
- City of Stirling
- City Livestock
- Rotary Club of Karrinyup
- Horseland Perth
- Tucker Fresh IGA Carine
- Collar Group
- Paul Lilburne, MLA Member for Carine

We are grateful for the unwavering support from our community and partners.

As we move into the next fiscal year, we remain committed to our mission of providing therapeutic riding experiences that promote physical, cognitive, and emotional well-being. We will focus on expanding outreach efforts and strengthening partnerships with local schools and healthcare providers.

In closing, I extend my deepest gratitude to our dedicated board members, staff, volunteers, participants, and supporters for their unwavering commitment to our cause. Together, we are making a profound difference in the lives of those we serve.



**Ian Stuart**

**Chair**

24 October, 2023



## VISION & VALUES

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To be acknowledged in West Australia as a leader in equine – assisted therapeutic, educational, recreational and sporting activities that expand the horizons of those with disabilities leading to the enrichment of their lives.



### 01 — Excellence

RDA Carine is not always about competition, but it is always about striving for the best - personally, professionally and practically.



### 02 — Inclusion

RDA is a welcoming place where we strive to include all participants without discrimination.



### 03 — Respect

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



### 04 — Innovation

RDA is always demonstrating that looking at things differently can change a life, encouraging new ways of thinking and doing in every field.



### 05 — Community

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



# MISSION & OBJECTIVES

## Mission Statement

RDA Carine aims to enable people with disabilities 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 DISABILITIES OR 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.



### **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 riders.

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





# STRATEGIC DIRECTION

## SUPPORT AND ASSIST PEOPLE WITH DISABILITIES 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  
Oversee the delivery of quality programs and services that are accessible to and actively engage people with disabilities or additional support needs.
- STRATEGY 1.2  
Continually evaluate centre service delivery policies, processes, systems and programs to identify and implement opportunities for improvement.
- STRATEGY 1.3  
Investigate the met and unmet needs and barriers to service target populations, to increase organisational understanding to assist Members in providing diversified service offerings.
- STRATEGY 1.4  
Increase public awareness of and engagement with the Riding for the Disabled Association Carine brand and services.
- STRATEGY 1.5  
Actively engage with the other centres and states to assess service delivery needs, opportunities and challenges.

## 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 workforce planning and capability framework to ensure workforce continues to match scope and scale of service offerings (current and intended), desired skillsets and member needs.
- STRATEGY 2.2  
Investigate opportunities for enhanced service delivery in diverse populations and communities.
- STRATEGY 2.3  
Explore models of collaboration that enable RDA Carine to broaden service offering through partnerships and alliances.

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## 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.
- STRATEGY 3.2  
Increase public awareness of Riding for the Disabled Association - Carine and its services and grow a diverse member base.
- STRATEGY 3.3  
Increase the range of funding sources.
- STRATEGY 3.4  
Ensure governance and operations are appropriately resourced and skilled to achieve strategic objectives.
- STRATEGY 3.5  
Increase proactive collaboration and communication between the National Office and State and Associate Member Offices.

## BE INNOVATIVE IN OUR APPROACH

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

- STRATEGY 4.1  
Deliver programs that are both innovative and engaging.
- STRATEGY 4.2  
Contribute to ongoing research related to equine assisted therapy.
- STRATEGY 4.3  
Provide training opportunities for undergraduate and post graduate students.



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## OVERVIEW OF ACTIVITIES

During the financial year 2022 to 2023, Riding for the Disabled Carine continued to demonstrate unwavering dedication in fulfilling its mission of enriching the lives of individuals with disabilities through equine-assisted therapy and activities. Through the collaborative efforts of our passionate coaches and staff, volunteers, and supporters, we proudly highlight the following activities that have positively impacted the lives of our participants:

### Therapeutic Riding Sessions:

Therapeutic riding remained at the core of our programs, providing participants with physical, emotional, and cognitive benefits. Our certified coaches ~ Sarah Lamb (Head Coach), Jo Massey and Emma Lamb supported by highly trained volunteers and trained therapy horses worked closely with riders, focusing on building strength, balance, and coordination. These personalized riding sessions were designed to address individual needs, fostering self-confidence and independence.

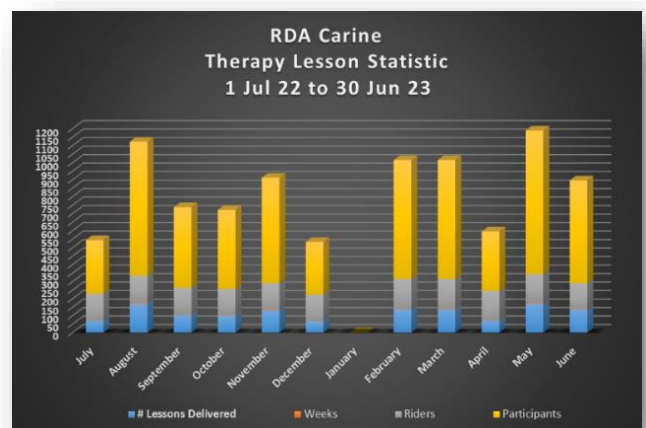


### Hippotherapy Programs:

Our Hippotherapy program is a therapeutic approach that uses horseback riding as a means of rehabilitation and therapy for individuals with physical and cognitive disabilities. The movement of the horse is utilised to provide various physical and sensory stimuli to the rider. The program is conducted under the guidance of Charissa Scotford, certified Occupational Therapist and heavily supported by Andersons Neurological and Developmental Services.

### Statistics:

Over the last financial year, RDA Carine delivered 1283 lessons over 38 weeks with an average of 148 riders participating each month and a total of 6174 participation timeslots.



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## School and Community Outreach:

Riding for the Disabled Carine expanded its reach within the community by offering the 'Own a Horse for the Day' School Holiday Camp again which proved highly popular. The all-abilities school holiday program was designed to provide children with a unique and immersive experience of caring for and interacting with a horse for an entire day. It is a fun and educational way to introduce individuals to the world of horsemanship while promoting the therapeutic benefits of being around horses.



## Training and Development:

Our commitment to excellence extended to the training and development of our staff and volunteers. We conducted regular workshops and seminars to enhance their knowledge of equine therapy techniques, safety procedures, and the specific needs of our participants.

## Facility Enhancements:

To ensure a safe and conducive environment for our activities, Riding for the Disabled Carine collaborated with City of Stirling and made facility enhancements. This included improvements to riding arenas, stables, and adaptive equipment, all of which contributed to enhancing the overall experience for our riders.

## Research and Evaluation:

We continued to engage in ongoing research and evaluation to measure the impact of our programs and services. Through data collection and participant feedback, we strived to continually improve the quality and effectiveness of our offerings.

## COVID-19 Response:

During this challenging time, we remained committed to ensuring the health and safety of all participants and adhered to strict COVID-19 protocols. We implemented necessary measures to protect the well-being of riders, volunteers, and staff, allowing us to continue our essential services.



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## SUCCESS STORIES

**Visits from State Government Ministers and Supporters.** Over the last twelve months, we have been very fortunate to have had visits from;

- ✓ Hon Stephen Dawson MLC ~ Minister for Volunteering;
- ✓ Hon. Donald (Don) Thomas Punch MLA ~ Minister for Disability Services;
- ✓ Paul Lilburne MLA ~ Member for Carine;
- ✓ Phil Gregson and Kobie Combes representing Healthway and Act, Belong, Commit



### RDA Advanced Interactive Horse Simulator for RDA Carine

RDA Carine have an appetite for expanding our program and being a leader in our field with technology. An opportunity to acquire a robotic horse that has specifically been designed for RDA purposes has recently arisen. In October 2023, RDA Carine will be launching the **HEART (Hub for Equine Assisted Research and Therapy)** ~ the first in Australia. Telethon has supported the acquisition of the advanced interactive horse to assist additional Western Australian children and adults with varying abilities and additional needs to benefit from the Therapeutic Riding and Hippotherapy program.

The Racewood RDA advanced interactive horse simulator <https://www.racewood.com/dressage.html> provides a revolutionary way to assess an individual's capabilities and additional needs to determine the most appropriate RDA Carine therapy strategies prior to commencement and to assess progress during their therapy with a real horse or the horse simulator. Sensors built into this advanced interactive simulator provide instant visual feedback about the rider's body position, balance and movements. Therapy can be adapted to focus on specific aspects of body position, balance, engagement, social interaction and skill development. The safe, consistent rhythmical action of the Racewood RDA advanced interactive simulator in all gaits, builds core strength, balance, coordination, skills, confidence, and encourages relaxed engagement and communication.

Links to YouTube videos of RDA horse simulator use with children and adults with varying abilities and additional needs with disabilities in UK:

- Equiphoria – Institute of Neurorehabilitation and Hippotherapy – [click here](#)



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## RDA Carine 'Many Hands High' Wall Mural

Thanks to the support from City of Stirling, in December 2022 RDA Carine celebrated International Volunteer Day and acknowledged our volunteer's contribution past and present with our 'Many Hands High Wall' mural and afternoon tea. The wall mural was facilitated by our local indigenous artist who continued the current design of our building along to the current blank walls and coordinated our volunteers embedding their handprints on the exterior wall focusing on the 'many hands' that support our organisation and a pun on the measure of a horse with 'hands'. The key objective for this project was to display the importance of our volunteers through the mural artwork that reflects the many hands coming out from the ground and rising up, embodying that all their hands hold our organisation up and they are the platform that has enabled RDA Carine to grow.



## Maryanne Lazarides visit

In December 2022, we had the pleasure of a visit from Maryanne Lazarides who had the opportunity to meet her name's sake horse named after her. The Telethon support in 2021 enabled us to purchase another horse from Off the Track WA. In March 2022, we were able to acquire a 6-year-old Standard bred horse. The horse's registered name is 'Major Survivor' who showed personality and traits suitable as a therapeutic horse, hence the reason Riding for the Disabled Carine were able to add him to the current herd.

In recognition of Telethon's support and with his registered name 'Major Survivor' it was only apt that his stable name was 'Laz' – named after Telethon's first Telethon Child in 1968 – Maryanne Lazarides. Maryanne is also a Major Survivor. Maryanne had congenital heart disease and was the youngest person to have open heart surgery at just 11 months old in 1968. She worked at Princess Margaret Hospital for Children for 12 years as a secretary for Dr Worman who she says saved her life when she was little.



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## Telethon Family Festival

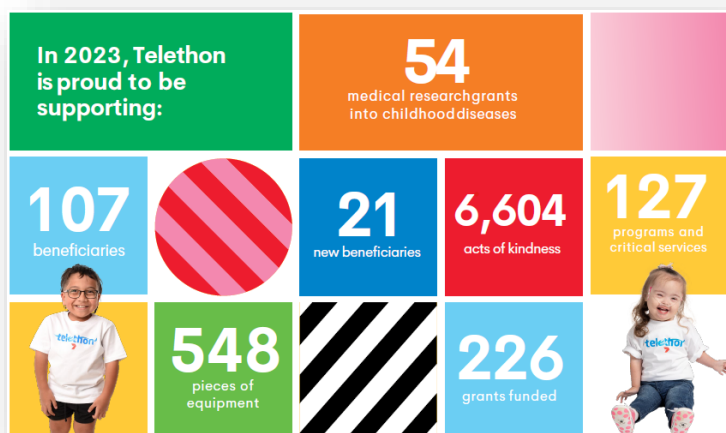
In October 2022, RDA Carine participated in the annual Telethon Family Festival Day for the first time. We were one of the many local community organisations involved in the event. Our involvement included having a marquee at the festival to raise awareness about our programs and services for individuals with disabilities. We engaged with the public with our 'Lay the Love on Laz' activation and our 'RDA Carine is amazabubble' bubble wands.



During the Telethon Family Festival Day, RDA Carine was able to promote our cause, showcase the positive impact of therapeutic horse riding for people with disabilities, and seek support from the public in the form of donations or volunteers. Being part of such a large and well-known fundraising event like Telethon significantly boosted our visibility and lead to increased financial and community support for our organisation.

## Telethon presence

In October 2022, the annual Telethon weekend was held with the live 26-hour fundraising broadcast airing on the Seven network. Telethon is dedicated to raising funds to improve the lives of children and young people in Western Australia. RDA Carine participants Millie, Cain and Brodie were one of the many faces of Telethon 2022 and their participation in our program and stories captured the essence of the fundraising weekend resulting in a record breaking \$71,356,721 raised.



RDA Carine was featured throughout the weekend resulting in an opportunity to showcase our organisation and create public awareness of the work that we do in our community. As a recipient of Telethon over the last two years, RDA Carine has been able to expand and grow our programs and extended our reach to more children in our community accessing our programs.



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[Click here](#) to view the video about rider Cain



[Click here](#) to view the video about rider Millie



[Click here](#) to view the video about rider Bronte and sister Ava



[Click here](#) to view the RDA Carine Volunteer Helping Hearts video.

## Volunteer Promotional 'Helping Hearts' Video

Thanks to the support of Healthway, RDA Carine were able to produce high quality videos capturing and promoting our volunteer program. The three-minute video and 60 second vignettes captured many of our volunteers participating in the various roles that our centre offers. The videos were featured on the socials and website of Healthway and shared by our stakeholders.

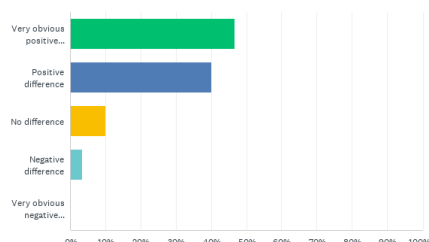
The collective efforts and support of our community have enabled Riding for the Disabled Carine to create a profound positive impact on the lives of individuals with disabilities. As we look to the future, we remain dedicated to expanding our reach, fostering inclusivity, and empowering all participants to embrace their abilities and thrive.

We extend our deepest gratitude to all those who have contributed to our success and invite you to join us in our mission as we embark on another promising year ahead.



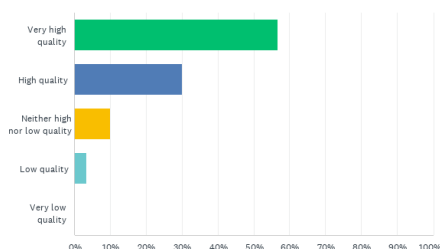
## PARTICIPANT SURVEY

Q4 Have you noticed a difference in your own/child/clients physical and mental wellbeing as a result of participating at RDA Carine?



- ✓ *"So much more confident, responsive and has so much joy". Anon Survey response, June 2023*
- ✓ *"My daughter loves horse riding. Her confidence has grown, and she looks forward to it with great enthusiasm every week". Anon Survey response, June 2023*
- ✓ *"Loves to go to horse riding. Looks forward to his lesson each week". Anon Survey response, June 2023*
- ✓ *"Looks forward to her lessons so much and comes out so happy and relaxed. This has been life changing for us". Anon Survey response, June 2023*
- ✓ *"Since riding, my son's posture when sitting is much improved". Anon Survey response, June 2023*
- ✓ *"Really helped him build his core strength". Anon Survey response, June 2023*
- ✓ *"It was good fun to ride a horse and good people". Anon Survey response, June 2023*
- ✓ *"My daughter loves going riding at Carine. Her physical strength/ balance and confidence have all improved". Anon Survey response, June 2023*

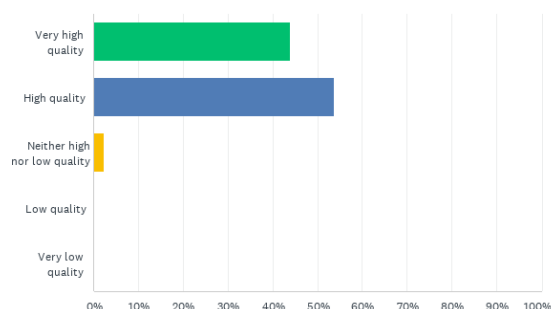
Q10 How would you rate overall the organisation of RDA Carine?



- ✓ *"Very organised, accepting of everyone". Anon Survey response, June 2023*
- ✓ *"Karan is extremely efficient, pleasant, and knowledgeable regarding NDIS and Joan is absolutely brilliant at helping my daughter. Gentle, interested and patient". Anon Survey response, June 2023*
- ✓ *"Sarah has an amazing level of knowledge in disabilities, horse care and behaviour and passes that knowledge onto coaches, staff and volunteers". Anon Survey response, June 2023*
- ✓ *"The training and patience of all at RDA makes it an excellent organisation". Anon Survey response, June 2023*
- ✓ *"They are so welcoming and caring of the client's needs". Anon Survey response, June 2023*

## VOLUNTEER SURVEY

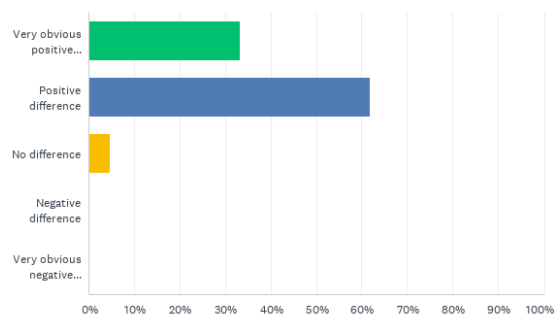
Q10 How would you rate overall the organisation of RDA Carine?



*"Overall, an amazing organisation that is making such a difference to so many and an organisation that continues to evolve and improve".* **Anon Survey response, June 2023**

*"Always feel good after being there. Very rewarding and enjoy the interaction with the clients, horses and other volunteers and staff and enjoy the physical work".* **Anon Survey response, June 2023**

Q3 Have you noticed a difference in your physical and mental wellbeing as a result of volunteering at RDA Carine?



*"I enjoy the exercise, fellowship and friendship with the coaches and volunteer".* **Anon Survey response, June 2023.**

*"As a rider/vollie I feel like volunteer duties act as a much more rewarding form of physical exercise. I'm able to give back while also learning new skills through volunteering".* **Anon Survey response, June 2023**

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## FUNDRAISING AND DONATIONS

We are immensely grateful for the generous donations and fundraising efforts in support of Riding for the Disabled Carine. The contributions have not only touched our hearts but have also made a significant impact on the lives of those we serve.

Through the kindness and generosity of our donors, we have been able to provide invaluable equine therapy to individuals with varying abilities and additional needs, empowering them to achieve milestones that may have once seemed out of reach. The support enables us to maintain our commitment to inclusivity, accessibility, and the well-being of our riders.

Thank you for being an integral part of our mission.

### Containers for Change

RDA Carine have been proactive since the implementation of the Containers for Change sustainable initiative by housing one of the collection bins at the centre.

The fundraising avenue has had a significantly positive impact on our organisation by collecting and recycling containers generously donated by the public. There has been a heightened increase in patronage over the last twelve months with a steady number of the public accessing the collection point. We have generated funds that can be channeled into improving our programs and services. This additional source of income can be crucial in maintaining and expanding our equine therapy offerings.



## VOLUNTEER APPRECIATION

The volunteer program at Riding for the Disabled Carine is designed to engage individuals from the community who are interested in supporting and assisting the organization in its mission of providing therapeutic horse-riding experiences to individuals with disabilities. Volunteers play a crucial role in ensuring the success of the program and contributing to the well-being of the riders.

Our volunteer program included three categories:

- ✓ Main volunteers – RDAA accredited volunteers registered to support the program.
- ✓ Affiliated volunteers – adhoc high school or tertiary students engaged with the centre to complete their curriculum work placement.
- ✓ Junior volunteers – RDAA accredited volunteers aged between 14 to 18 years.

Key features of the volunteer program include:

**Volunteer Recruitment:** Riding for the Disabled Carine actively recruit volunteers through various channels, such as our website, social media, local community events, and partnerships with schools or other organizations.

As of 30 June, 2023 RDA Carine had 130 volunteers and 45 affiliated volunteers registered.



**Orientation and Training:** Volunteers undergo a robust orientation and training process to familiarise them with the organization's mission, values, safety procedures, and their specific roles within the program. Training includes a three-month probation period and includes training modules learning about horse handling, safety protocols, and how to interact with riders with disabilities.

Over the last twelve months, our recruitment, orientation, and training process has escalated to align and include all elements of the Work Health and Safety Act and regulations.

In 2023, the RDA Carine Volunteer Passport was launched which acts as an assessment tool for new and current volunteers. The passport supports volunteers through their recruitment and training period and identifies areas of strengths and weaknesses.

**Roles and Responsibilities:** Depending on their skills and interests, volunteers may assist with various tasks, such as horse grooming, tacking up, leading horses during riding sessions, side-walking alongside riders for added support, helping with administrative tasks, centre maintenance and participating in fundraising events.

**Scheduling and Commitment:** The volunteer program at RDA Carine offers flexible scheduling options to accommodate individuals' availability, whether they can commit to regular sessions or participate in special events. Volunteers are encouraged to commit to a minimum of two hours per week.



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**Support and Supervision:** Within the Riding for Disabled Carine volunteer program, Suzi Byrne ~ Volunteer Manager provides guidance, answer questions, and ensure that volunteers have a positive and rewarding experience and is pivotal in the recruitment and retention process.

**Rewards, Retention and Recognition:** Riding for the Disabled Carine recognise and appreciate the efforts of our volunteers through various means, such as certificates, letters of appreciation, and volunteer appreciation events.

**Opportunities for Growth:** Our volunteer program offers opportunities for personal and professional growth, such as attending workshops or training sessions related to therapeutic riding or disability awareness topics. RDA Carine is also an incubator for emerging coaches with 19 currently conducting their Level 0 and Level 1 RDAA certification under the guidance and supervision of Sarah Lamb.

**Volunteer Value:** The volunteer value of Riding for the Disabled Carine is immeasurable and indispensable to the success of the organization and the well-being of the riders they serve. Volunteers play a vital role in supporting the mission of the organization and contributing to the positive impact it has on the lives of individuals with disabilities. Here's how the volunteer value can be described:

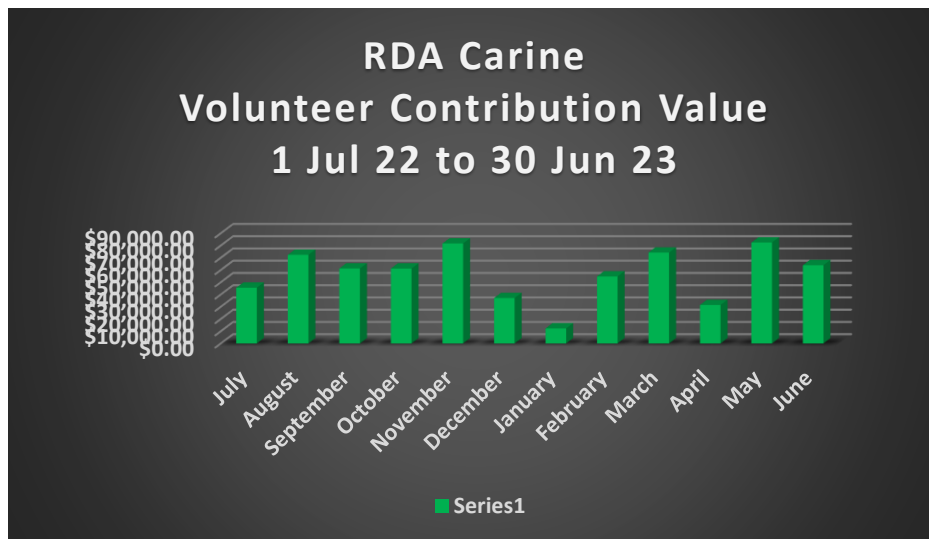
- |                                 |                             |
|---------------------------------|-----------------------------|
| ✓ Dedication and Commitment     | ✓ Multi-Faceted Skills      |
| ✓ Enabling the Program          | ✓ Extending Outreach        |
| ✓ Positive Impact on Riders     | ✓ Advocacy and Awareness    |
| ✓ Creating a Sense of Community | ✓ Emotional Rewards         |
|                                 | ✓ Enhancing Program Quality |



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Overall, the volunteer value of Riding for the Disabled Carine is a cornerstone of the organization's success. It is a testament to the power of compassion, dedication, and community involvement in making a positive difference in the lives of individuals with disabilities through the therapeutic benefits of horse riding.

During the 2022 to 2023 financial year, the RDA Carine volunteers contributed 14,135.45 hours to the program with a value of \$678,642.95.



Over the last twelve months, Volunteer Manager Suzi Byrne worked tirelessly in designing the RDA Carine Volunteer Passport and supporting training modules, guiding and tracking volunteers training.

The volunteer training passport is a structured program designed to ensure that volunteers receive comprehensive training and education before and during their volunteer role.

The training program is divided into modules, each covering a specific aspect of volunteering. These modules include areas like horse care, safety protocols and equine therapy techniques.

Volunteers work through each module, which include a combination of theoretical knowledge and practical skills. Volunteers are required to attend training sessions, complete reading materials, and demonstrate proficiency in specific tasks. As volunteers complete each module, their progress is documented in their training passport involving signatures from coaches indicating that the volunteer has successfully completed that segment of the training.



## PARTNERSHIPS AND COLLABORATION

**Corporate Social Responsibility Days** – We have continued to receive amazing support from the corporate sector with the likes of the One23 team of staff from BT Financial Group dedicating a day to help at our centre. Their contribution each year assists our organisation with much-needed tasks performed as well as providing them an opportunity to experience the joy of working with our herd and clients.



### **Andersons Neurological and Developmental Services**

– In the 2022/2023 financial group, we continued to work closely with Charissa Scotford, Jessie Anderson, Ruth Anderson, and the staff from Andersons Neurological and Developmental Services on our Hippotherapy Program. Hippotherapy has gained recognition and popularity as an effective complementary therapy for various conditions, including cerebral palsy, developmental delays, multiple sclerosis, traumatic brain injuries, autism spectrum disorders, and sensory processing disorders, among others. Their amazing support from their accredited occupational therapist team enables RDA Carine to focus on individual requirements of high need clients.

## SAFETY AND WELFARE MEASURES

In 2022/2023, Riding for the Disabled Carine diligently revised and implemented a comprehensive set of policies and procedures in strict accordance with the guidelines set forth by the Work Health and Safety Act 2020. These measures were meticulously designed to prioritise the safety, well-being, and dignity of all participants, staff, and volunteers involved in our program.

Our updated policies encompass a wide range of critical areas, including risk assessment and management, emergency response protocols, personal protective equipment usage, training, and education initiatives, as well as continuous monitoring and evaluation mechanisms. Moreover, these measures are regularly reviewed and updated to ensure they remain in full compliance with the latest provisions of the Work Health and Safety Act. By aligning our operations with the Act, Riding for the Disabled Carine reaffirms its unwavering commitment to providing a secure and inclusive environment for all, while striving for excellence in the field of equine-assisted therapy.

## GOVERNANCE AND LEADERSHIP

In the 2022/2023 financial year, the governance structure of Riding for the Disabled Carine demonstrated a steadfast commitment to transparency, accountability, and strategic oversight. The organisation operated under a well-defined governance framework that included a dedicated Committee comprised of experienced individuals with diverse expertise in areas such as equine therapy, finance, legal, and community engagement. The Committee diligently executed its responsibilities, which encompassed setting clear strategic objectives, monitoring financial performance, and ensuring compliance with regulatory requirements. Regular meetings and robust reporting mechanisms were implemented to facilitate effective communication and decision-making.

Furthermore, Riding for the Disabled Carine maintained open channels of communication with stakeholders, actively seeking their input and feedback to inform strategic direction. The organisation also continued to uphold its commitment to ethical practices and responsible resource allocation, ensuring that financial resources were utilised efficiently to support the core mission of providing equine-assisted therapy to individuals with disabilities. Overall, the governance structure of Riding for the Disabled Carine in the 2022/2023 financial year exemplified a culture of professionalism, integrity, and a resolute dedication to advancing the well-being of participants and the community at large."



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## FINANCIAL STATEMENT

\* The following is an extract from the Financial Statement Report for the year ended 30 June 2023.

### INCOME STATEMENT For the year ended 30 June 2023

	30/06/2023	30/06/2022
<b>Income</b>	\$	\$
Client Fees	94,443.64	57,460.00
NDIS Funding	204,895.00	139,075.00
Hippotherapy	23,700.00	13,829.06
Event & Fundraising Income	2,381.00	4,497.93
School Camps	7,477.47	9,795.58
Sale of Merchandise/manure/membership fees	1,373.24	2,805.02
Rider Registration Fees	17,884.55	13,644.88
Grants	71,790.73	61,825.45
Donations & Sponsorship	16,223.08	9,978.65
Gain on Sale of Horses	0.00	4,545.45
Interest	2,827.32	855.02
Government lockdown assistance	12,500.00	3,000.00
Other Income	26,779.47	12,023.80
<b>Total Income</b>	<b>482,275.50</b>	<b>333,362.84</b>
<b>Expenditure</b>		
Bank Fees	392.61	534.21
Agistment	0.00	0.00
Auditor Fees	500.00	600.00
Dentist	3,000.00	2,331.82
Depreciation	7,862.61	8,255.53
Volunteer Training	398.73	22.73
Events & Horse Workshops	2,678.28	1,062.08
Farrier	8,425.00	8,160.00
Feed	16,943.86	12,811.10
Grant Expenses (see separate Grant Schedule)	18,279.00	61,852.45
Horse Transport	1,238.19	0.00
Marketing & Promotion	7,088.44	1,831.33
Insurance	3,714.52	4,385.83
Power & Water Usage	1,584.27	3,027.67
Online booking platform	0.00	3,919.60
Lease premises	600.00	0.00
Postage	139.09	0.00
Purchase of Horses	500.00	0.00
Uniforms expensed	7,958.70	0.00
Repairs and Maintenance	8,889.99	5,641.35
Rider Registration Fees	2,405.70	2,668.00
Security	1,787.06	987.34
Staff Amenities	5,289.79	4,687.43
Printing & Stationery	1,732.81	1,940.39
Telephone and Internet	7,177.44	6,642.90
Vehicle Expenses	3,326.33	2,539.63
Veterinary Expenses	36,851.09	19,510.50
Wages & Salaries	226,344.03	177,396.44
Superannuation	23,672.63	17,470.23
Workers Compensation & Rider Insurance	19,473.12	6,453.77
Sundry Expenses	5,114.16	11,006.20
<b>Total Expenditure</b>	<b>423,367.44</b>	<b>365,739.53</b>
<b>Operating Surplus/(deficit) for the year</b>	<b>\$ 58,908.06</b>	<b>\$ -32,376.19</b>

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## BALANCE SHEET As at 30 June 2023

	30/06/2023	30/06/2022
<b>Current Assets</b>	\$	\$
Cash at Bank	334,041.77	257,307.18
Cash on Hand	1,241.00	644.20
Term Deposits	265,349.00	325,349.00
Debtors & prepayments	101,998.40	5,328.82
Inventories	0.00	5,467.00
<b>Total Current Assets</b>	702,630.17	594,096.20
<b>Non - Current Assets</b>		
Buildings	30,574.42	32,183.56
Motor Vehicles	6,545.33	11,453.33
Office Equipment	979.00	1,119.00
Kitchen Equipment	0.00	388.75
Sundry Equipment	1,350.91	1,689.89
Saddlery	1,114.67	1,592.37
<b>Total Non - Current Assets</b>	40,564.31	48,426.90
<b>Total Assets</b>	743,194.50	642,523.12
<b>Current Liabilities</b>		
Trade Creditors	15,796.35	15,549.16
Sundry Creditors, accruals, and prepaid income	65,906.98	28,818.94
GST Payable	2,268.65	-2,157.42
<b>Total Current Liabilities</b>	83,973.98	42,210.64
<b>Total Net Assets</b>	<b>\$ 659,220.52</b>	<b>\$ 600,312.46</b>
<b>Accumulated Funds</b>		
Accumulated Funds Carried Forward	600,312.46	632,688.65
Surplus/ deficit for the Year	58,908.06	-32,376.19
<b>Total Accumulated Funds</b>	<b>\$ 684,220.52</b>	<b>\$ 600,312.46</b>

## CASH FLOW STATEMENT For the year ended 30 June 2023

	30/06/2023	30/06/2022
	\$	\$
<b>Cash Flows from Operating Activities</b>		
Interest Received	2,827.32	855.02
Receipts from Customers	454,248.34	343,468.50
Payments to Suppliers and Staff	439,744.27	-353,338.54
<b>Net Cash Flows from Operating Activities</b>	17,331.39	-9,015.02
<b>Cash Flows from Investing Activities</b>		
Proceeds of Sale of Fixed Assets	0.00	7,392.19
Additions to Fixed Assets	0.00	-9,032.50
<b>Net increase in Cash and Cash Equivalents</b>	17,331.39	-10,655.33
Cash and Cash Equivalents Brought Forward	583,300.38	593,955.71
<b>Cash and Cash Equivalents Carried Forward</b>	<b>\$600,631.77</b>	<b>\$ 583,300.38</b>
<b>Reconciliation of cash flow from operating activities and surplus for the year</b>		
Surplus/deficit for the year	58,908.86	-32,376.19
<b>Adjust for non-cash flow items</b>		
Depreciation	7,862.61	8,255.53
<b>Change in Assets and Liabilities</b>		
(Increase) / Decrease in Trade Debtors	(63,836.18)	-1,440.02
(Increase) / Decrease in Sundry Debtors and Prepayments	(57,833.40)	0.00
Decrease / (Increase) in Inventories	5,467.00	-4,757.00
Increase / (Decrease) in Trade Creditors	247.49	14,693.43
Increase / (Decrease) in Sundry Creditors & Accruals	12,089.94	7,974.87
Increase / (Decrease) in GST Payable	4,426.07	-1,365.64
<b>Net Cash Flows from Operating Activities</b>	<b>\$17,331.39</b>	<b>\$ -9,015.02</b>



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## 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. The Australian Sports Commission is the Government body that develops, supports, and invests in sport at all levels in Australia.

We are gratefully appreciative of our State Government and Local Government funding agencies such as Lotterywest; Healthway; City of Stirling for their ongoing support to RDA Carine.

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





**For enquiries, contact**

**Executive Officer**

**RDA Carine**

**PO Box 2130, Warwick WA 6024**

**Ph: 9448 6376 E: [admin@rdacarine.org.au](mailto:admin@rdacarine.org.au)**