

Inspiration! Freedom! Fun!

# RDA Carine

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

## Strategic Plan

2022 to 2024



*...developing  
abilities,*



*enriching  
lives...*

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## RDA Organisation

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

Riders

- Riders 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 Australia (RDAA) is run by a board of management
- Development of policies
- Training and accreditation of coaches
- National member insurance

National Body

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 Centres are members 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.



**Disclaimer:** Throughout this booklet the riders of RDAA and RDA Carine are generally referred to as riders. The term rider, for riders in the Riding Program, may be interchangeable with the term vaulter, for riders in the Vaulting Programs.

# INTRODUCTION

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Riding for the Disabled is an Australia wide charitable organisation that is dedicated to providing therapeutic equine assisted activities that help people with disabilities and special needs achieve goals that develop their abilities and enriches their lives.

RDA Carine has been going for over 35 years now and is the largest of the State's RDA Centres. The Centre currently has around 130 riders 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.

Riders not only come from the immediate and surrounding areas as far as Fremantle, Hamilton Hill, Alkimos, Ballajura, Victoria Park and even Manjimup and Wyalkatchem.

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

Our riders' 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 programs, such as Special 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 disability and obviously other factors however there is a wide acceptance of the fact that the RDA programs work and improve the abilities and lives of those involved and the community in general. We have seen instances of wheelchair bound children 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 2020 were interrupted because of the COVID-19 Pandemic. We, as an Organisation, will find new ways to grow.



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# MESSAGE FROM OUR CHAIR

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Dear Members,

I am pleased to be able to present to you the Strategic Plan for RDA Carine for 2022 – 2024.

RDA Carine is a community based not-for-profit organisation and has been providing important community support for over 35 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 very real 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 130 riders 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.

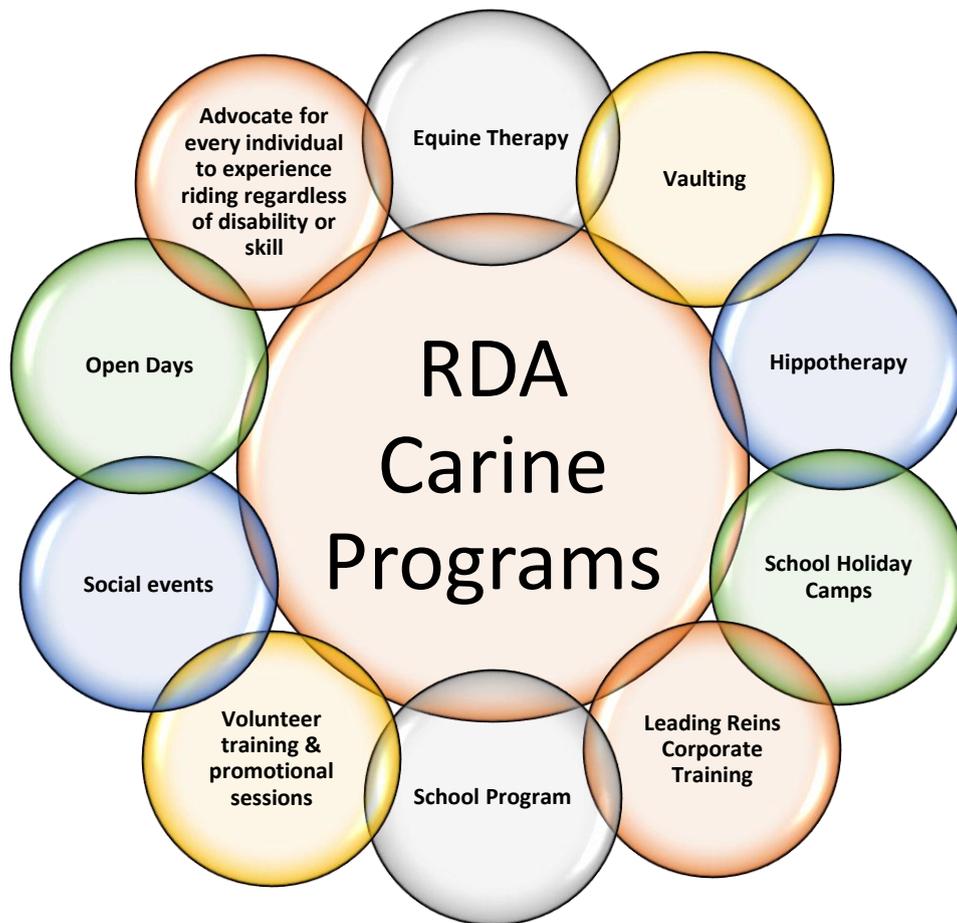
The following Strategic Plan represents a large body of work and dedication by our volunteers and builds on the long history RDA Carine has in the community. It seeks to build and expand our rider base and provide a range of new and innovative equine therapies that we can provide.

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 we hope the Strategic Plan provides a framework to work collaboratively and respectfully with all our stake holders: volunteers, administrators, coaches, riders, their families and care givers; and all 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 in the community to improve and enrich the lives of our riders and their families.

Ian Stuart  
Chair

# PROGRAM FRAMEWORK



# 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 — Inclusive

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 — Innovative

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.



# 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.

### ACTIVITIES

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

## STRATEGY 1.2

Continually evaluate centre service delivery policies, processes, systems and programs to identify and implement opportunities for improvement.

### ACTIVITIES

- Undertake mapping of current programs and services and assess against perceived, met and unmet needs.
- Assess national and Centre specific policies, processes and systems efficiency to deliver high quality services to stakeholders and members.
- Review Centre Information Technology needs and assess against current and future needs.



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## 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.**

### ACTIVITIES

- Undertake research to build understanding of unmet needs and current barriers to entry for riders/members needing or wanting support or to engage service offerings.
- Consider further development of other possible equine activities.

## STRATEGY 1.4

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

### ACTIVITIES

- Development of Marketing, Communications and Public Relations Plan.
- Review the 'public face' of Riding for the Disabled Carine, its branding and consistency of messaging (online, publications, rhetoric).
- Consider introduction of an Ambassador program.

## STRATEGY 1.5

**Actively engage with the other centres and states to assess service delivery needs, opportunities and challenges.**

### ACTIVITIES

- Use diverse communication avenues to connect with, inform, educate, consult and collaborate with the Riding for the Disabled network.
- To identify contemporary 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 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.

### ACTIVITIES

- Assess workforce needs identified for current and potential service offerings. Review training and development needs and opportunities identifying skill sets required to meet the needs.
- Facilitate regular meetings to ascertain organisational workforce needs and staff collaboration.

## STRATEGY 2.2

Investigate opportunities for enhanced service delivery in diverse populations and communities.

### ACTIVITIES

- Assess the demand for services in broader populations.
- Develop plans to support the delivery of services to this demographic.

## STRATEGY 2.3

Explore models of collaboration that enable RDA Carine to broaden service offering through partnerships and alliances.

### ACTIVITIES

- Use research findings from Strategies 2.1 and 2.2 to consider potential collaborations that target growth areas or unmet needs.
- Seek funding that allows expansion of services to different market segments and 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.**

#### ACTIVITIES

- Confirm and communicate our programs and services offered by Riding for the Disabled Carine.
- Monitor and review Riding for the Disabled Carine's activities as part of 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 and grow a diverse member base.**

#### ACTIVITIES

- Develop a Marketing, Communications and Public Relations Plan.
- Use research data developed through strategies in Objective 2.
- Consider partnerships with other disability and related organisations.
- Seek avenues for 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.**

#### ACTIVITIES

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

### **STRATEGY 3.4**

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

#### **ACTIVITIES**

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

### **STRATEGY 3.5**

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

#### **ACTIVITIES**

- Establish clear guidelines regarding roles and responsibilities of Members and Riding for the Disabled Carine.
- Review formal guidelines regarding communication (methods, mediums and timeframes) between Members and RDA Carine.



# 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.**

### ACTIVITIES

- Research new adaptive and modified equipment available in the market.
- Our research into matching the horse movement to riders.
- Investigate more 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 in order to assist clients in achieving functional goals.
- Research and utilise new adaptive and modified equipment available in the market.

## STRATEGY 4.2

**Contribute to ongoing research related to equine assisted therapy.**

### ACTIVITIES

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

## STRATEGY 4.3

**Provide training opportunities for undergraduate and post graduate students.**

### ACTIVITIES

- 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 running of programs at RDA Carine.
- Provide assistance to undergraduate and post graduate students requesting assistance 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. 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.

# REVIEW PROCESS FOR THE STRATEGIC PLAN

Riding for the Disabled Carine is committed to the continuous improvement of its governance model by reviewing this plan biannually in consultation with Members and key partners. In between these reviews, the Committee will track the progress of this Strategic Plan by establishing a Continuous Improvement register to be submitted at the biannual reviews. This process will allow for any modifications and changes to the plan to be discussed and implemented to maintain the currency of the Strategic Plan over its three year cycle.



Proud  
Sponsor



**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)