



**RIDING FOR THE DISABLED  
ASSOCIATION OF AUSTRALIA**

# **STRATEGIC PLAN**

21

24

***...developing  
abilities,***



***enriching  
lives...***

# OUR MEMBERS

## RDA Associate Members

Deniliquin (NSW)  
Alice Springs (NT)  
Top End (NT)  
Capricorn (WA)  
Carine (WA)

Carine (WA)  
Harvey (WA)  
Murray Mandurah (WA)  
Oakford (WA)  
South West (WA)



## RDA State Members

ACT    Queensland    South Australia    Tasmania    Victoria

# INTRODUCTION

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The strength of our organisation lies in the ability of our membership to work together with similar values of, maintaining and growing positive, safe and inclusive environments.

The 2021-2024 Strategic Plan for RDA Australia was developed in consultation with our Members. The approach to this plan was two-fold, - defining the identity of RDA Australia as distinct from our Members, while working cohesively with our Members to achieve our common goals.

RDA Australia's primary role is to:

- provide support and resources to our Members and Coaches;
- advocate on behalf of our participants to Federal Government agencies;
- liaise with like-minded organisations to share resources;
- raise awareness of RDA's services in the broader Australian community;
- develop best practice governance standards and policies to govern RDA activities.

Immediately, RDA Australia is focussed on:

- developing our new Coaching Syllabus to educate and expand our coaching skills and knowledge;
- performing an Organisational Review, to evaluate the current structure of RDA.

The completion of these major tasks will be instrumental in RDA Australia achieving the outcomes outlined in this Plan.

Like so many people, RDA'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 Australia for 2021 – 2024.

Much work has gone into this process, and I was thrilled to see the number of Member States and Associate Members who took the time to join us in the planning session in Adelaide on 1 May, 2021.

As an organisation, we have seen many changes over the past four years since our previous Strategic Plan was implemented, and the past 18 months has seen unprecedented change thrust upon us through a global pandemic and resultant ramifications being felt to this day. As I write this, 15 million Australians in Qld, NSW and Vic are in lock-down, and we really don't know how or when things will return to normal for us all, so it is not an understatement to say that we are in a unique time in our history.

Aside from those external factors that are out of our control, the most important challenges facing us as an organisation in the immediate future relate to our ability to grow and expand both in our membership and in the range of services that we are able to provide, whilst strengthening and building on the services we already do so well, to ensure financial sustainability for the long term.

To remain a relevant and thriving organisation in the years ahead, we will need to build on internal and external relationships, and to harness all of the opportunities that present themselves, as well as encouraging and assisting each of our members to grow and thrive in their own local and State endeavours.

I also believe that we have a great opportunity to enter a new season of unity and collaboration, which has already been evident in the attendance, participation and collaboration of so many in the development of this Strategic Plan.

Let's all work together to implement the objectives within this plan, as we build on our core business and continue to work alongside our wonderful stakeholders; State Members, Associate Members, local centres, supporters, coaches and volunteers; to improve the lives of our riders and their families.

David Keane  
Chair

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# VISION & VALUES

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To be Australia's foremost authority, advocate and resource for Equestrian activities for people living with disabilities or additional support needs.



## 01 — Excellence

RDA 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

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RDA Australia supports State and Associate Members to enable people living with disabilities 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.



## **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.



## **GROW CAPABILITY AND CAPACITY**

Build the capability and capacity of RDA Australia to extend and expand the services it offers.



## **BE SUSTAINABLE AND VIABLE**

Ensure the organisation is sustainable, viable and relevant

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



# SUPPORT AND ASSIST PEOPLE WITH DISABILITIES OR ADDITIONAL SUPPORT NEEDS

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

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## STRATEGY 1.1

Oversee the national delivery of quality programs and services that are accessible to and actively engage people with disabilities or additional support needs.

### ACTIVITIES

- Oversee and provide guidance for State and Territory Riding for the Disabled strategic plans.
  - Undertake an organisational review.
  - Develop robust channels for collaboration and communication across the Riding for the Disabled network.
  - Oversee Coaching Accreditation, training, development and resources.
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## STRATEGY 1.2

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

### ACTIVITIES

- Undertake mapping of current national programs and services and assess against perceived, met and unmet needs.
- Assess national policies, processes and systems efficiency to deliver high quality services to states and members.
- Review National Office Information Technology needs and assess against State and Associate Member 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, current barriers to entry for clients/members needing or wanting support or to engage service offerings.
- Consider further development of other possible equine activities.

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### STRATEGY 1.4

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

#### ACTIVITIES

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

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### STRATEGY 1.5

Actively engage with States and Associate Members 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 individual organisations.



# GROW CAPABILITY AND CAPACITY

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

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## STRATEGY 2.1

Build RDA Australia 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 for the National Board and National Office.
  - Facilitate regular meetings to ascertain organisational workforce needs.
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## 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 in these regions.
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## STRATEGY 2.3

Explore models of collaboration that enable RDA Australia 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 urban and rural regions.



# BE SUSTAINABLE AND VIABLE

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Ensure the organisation is sustainable, viable and relevant

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## **STRATEGY 3.1**

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

### **ACTIVITIES**

- Confirm and communicate the National programs and services offered by Riding for the Disabled Association of Australia.
  - Monitor and review Riding for the Disabled Association of Australia activities as part of service delivery, contractual and legislative obligations.
  - Ensure coach capability (competency and volume) through provision of training, development and resources.
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## **STRATEGY 3.2**

Increase public awareness of Riding for the Disabled Association of Australia and its national services and grow a diverse member base.

### **ACTIVITIES**

- Develop a National 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 National promotional strategy to attract coaches and other volunteers.
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## **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 cashflow and income.
  - Consider national and network based fundraising strategy.
  - Inform and influence funding and policy agenda at State and National levels.
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### **STRATEGY 3.4**

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

#### **ACTIVITIES**

- Conduct Board and Chief Executive Officer performance reviews.
  - Ensure active succession planning for RDA Australia Board and National Office.
  - Identify and establish ways to partner with key stakeholders.
  - Develop organisational efficiency and effectiveness measures.
  - Establish a plan for ongoing review and update of policies and procedures.
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### **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 Association of Australia.
- Review formal guidelines regarding communication (methods, mediums and timeframes) between Members and RDA Australia.
- Investigate possibilities for former Members to re-join Riding for the Disabled Association of Australia.





RDA Australia is proud to be a member of the ASAPD, working collaboratively with other National Disability Sporting Organisations, sharing resources to assist our organisations individually and collectively.

Since 2019, the nine members of the Australian Sporting Alliance for People with a Disability (ASAPD) have been collectively creating opportunities in sport and physical activity for people with a disability.

Our members' history is rich dating back to 1965 with a combined experience of more than 430 years and we have countless examples of improving lives.

Our focus includes:

- Demonstrating the positive benefits to Australian individuals, governments and communities from participation by people with a disability in sport and physical activity;
- Influencing public policy to better support access to sports participation for people with a disability (e.g. access to NDIS funding);
- Promoting demand among people with a disability to participate in sport and physical activity; and
- Influencing Australian sporting organisations to better provide for access and participation in their sport by people with a disability.



Alliance members



# ACKNOWLEDGEMENTS

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Riding for the Disabled Association of Australia extends our thanks to the Australian Sports Commission for their continued funding and commitment to our sport in this country. The Australian Sports Commission is the Government body that develops, supports and invests in sport at all levels in Australia.

Riding for the Disabled Association of Australia works closely with the Australian Sports Commission to develop Riding for the Disabled from community participation to high performance level.

[www.ausport.gov.au](http://www.ausport.gov.au)

## Review process for the Strategic Plan

Riding for the Disabled Association of Australia is committed to the continuous improvement of its governance model by reviewing this plan biannually in consultation with Affiliate Members and key partners. In between these reviews, the Board 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 four-year cycle.



**[www.rda.org.au](http://www.rda.org.au)**

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